

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**



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Operations Support

**CONTROL AND DOCUMENTATION OF AIR
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This instruction implements the *programming portion* of AFPD 16-5, *Planning, Programming, and Budgeting System (PPBS)*, 29 July 1994. Use this instruction along with Department of Defense (DoD) Instruction 5000.2, *Operation of the Defense Acquisition System*, 12 May 2003 and DoD Instruction 7045.7, *Implementation of the Planning, Programming and Budgeting System*, 23 May 1984, with Change 1, 9 April 1987, and Management Initiative Decision (MID) 913, *Implementation of a 2-Year Planning, Programming, Budgeting and Execution Process*, 22 May 2003. MID 913 increased the effectiveness of AF Planning, Programming, and Budgeting and added additional emphasis to Execution. The process is known as the Planning, Programming, Budgeting, and Execution (PPBE) process. This instruction will assist in the timely publication of the Air Force Program Objective Memorandum (POM) and President's Budget (PB), which are critical to the management of DoD. This instruction defines PPBE responsibilities for Headquarters Air Force (HAF), Major Commands (MAJCOMs), Field Operating Agencies (FOAs), Direct Reporting Units (DRUs), the Air Force Reserve Command

(AFRC), and the Air National Guard (ANG). A glossary of terms and supporting information is at Attachment 1.

(AFISRA) AFI 16-501, 15 August 2006, is supplemented as follows. This supplement establishes procedures and organizational direction for the Air Force Intelligence, Surveillance, and Reconnaissance Agency (AFISRA) Corporate Structure. The AFISRA Corporate Structure includes: the Council, Board, Group, and Panel. This supplement identifies primary functions, responsibilities, membership, and interrelationships of the corporate structure. It applies to AFISRA directorates, major staff offices, centers, wings, detachments (Dets), operating locations (OL), and Agency-gained Air National Guard and Air Force Reserve units. Send comments and suggested improvements to this directory on AF Form 847, *Recommendation for Change of Publication*. Send to AFISRA/A8P, 102 Hall Blvd Ste 208, San Antonio TX 78243-7209. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>. Contact supporting records managers as required.

SUMMARY OF CHANGES

The entire document has been substantially revised to reflect the programming changes from the PPBS and Budget Estimation Submission (BES) to the PPBE and MID 913 process. **Recommendation Change of Publication** through channels to AF/A8PE, 1070 Air Force Pentagon, Washington DC 20330-1070.

(AFISRA) This publication is updated to reflect the change with the addition of AFISRA Detachment 1, AFISRA/FM and AFISRA/ZQ as an additional members to the Group and Board, and advisors to the Council.

1. DoD PPBE Process.

1.1. Planning, Programming, Budgeting, and Execution (PPBE) Process. The PPBE system is the DoD resource management process with four interrelated phases consistent with national security objectives, policies, and strategies. Its purpose is to identify capability requirements (Planning), and match them with resource requirements (Programming), translate them into budget proposals (Budgeting), and evaluate spending (Execution) to determine how well the desired capabilities will be achieved. The Secretary of Defense (SECDEF) provides centralized policy direction throughout the four phases, while delegating program development, execution authority, and responsibility to Services and DoD agencies.

1.1.1. MID 913 directed a significant change to the existing PPBS process. Beginning with the FY04 Program Objective Memorandum, Office of the Secretary of Defense (OSD) Program Analysis and Evaluation (PA&E) implemented a 4-year process comprised of two 2-year planning, programming, budgeting, and execution cycles. The table below describes the details of each of the four years dealt with in 2-year cycles.

Table 1. PPBE Four-Year Process.

Year 1: Review & Refinement <ul style="list-style-type: none"> - Early National Security Strategy - Restricted fiscal guidance - Off-year SPG & JPG, as required - Limited changes to baseline program - Program, Budget, and Execution Review Initializes the on-year SPG & JPG - President's Budget/Congressional Justification 	Year 3: Execution of Guidance <ul style="list-style-type: none"> - Restricted fiscal guidance - Off-year SPG & JPG, as required - Limited changes to baseline program - Program, Budget, and Execution Review Initializes the on-year SPG & JPG - President's Budget/Congressional Justification
Year 2: Full PPBE Cycle – Formalizing the Agenda <ul style="list-style-type: none"> - Quadrennial Defense Review - Fiscal guidance issued - On-year SPG & JPG (implementing QDR) - POM/PBR submissions - Program, Budget, and Execution Review - President's Budget/Congressional Justification 	Year 4: Full PPBE Cycle – Ensuring the Legacy <ul style="list-style-type: none"> - Fiscal guidance issued - On-year SPG & JPG (refining alignment of strategy and programs) - POM/ Program Budget Review submissions - Program, Budget and Execution Review - President's Budget/Congressional Justification

1.2. Planning. The first phase of the PPBE process, *planning*, begins as a DoD function. It is a vision of the future with broad strategies and plans. The planning phase encompasses long-range guidance out to 20-years, long-range objectives out to 10-years, and mid-term planning out to 6-years. Long-range guidance and objectives are generated to define the major force modernization and investment requirements for each DoD component. The Strategic Planning Guidance (SPG) and the Joint Programming Guidance (JPG) have replaced the Defense Planning Guidance and guide the mid-term planning period. Both documents are published every other year, but the SPG may be published annually at the discretion of the SECDEF.

1.2.1. The SPG is designed to provide focused, timely, strategic direction to resource allocation decisions of the DoD. The priorities in the SPG help provide the common analytical and programmatic course to build the joint capabilities needed to overcome the diverse challenges of the future.

1.2.2. The JPG conveys the SECDEF's decisions on issues developed through the Enhanced Planning Process (EPP) and on other matters of high priority. The guidance is fiscally constrained, executable, and mandatory. Implementation must be consistent with strategic direction and priorities set forth in the SPG.

1.3. Programming. The second phase of the PPBE process, *programming*, applies constraints to the OSD vision developed in the planning phase. Programming is primarily a military department/agency function. Programming translates DoD guidance into action, balances allocation of resources to plans (requirements), organizes requirements into packages (programs), and prioritizes programs based on capabilities/risks.

1.3.1. The Services' Program Objective Memorandum (POM) is developed within the fiscal constraints set forth by the administration. These fiscal constraints guide the Services to make choices to meet the requirements of the SPG and JPG. The POM covers the Future Years Defense Program (FYDP). In even-numbered years, the FYDP covers six years, as opposed to five years in odd-numbered years. Services then submit their POM to the OSD for review and compliance with directives and guidance.

1.3.2. OSD Program Analysis and Evaluation (PA&E) is responsible for the Program Review cycle and ensures the programs and corresponding resources are consistent with the objectives of the SECDEF and the President. PA&E issues Program Decision Memorandums (PDMs) to the Services highlighting OSD changes to any of the programs.

1.4. **Budgeting.** The third phase of the PPBE process, *budgeting*, involves the formulation and control of near-term resource requirements, allocation, and use, based on the results of the planning and programming efforts. The budget is developed from the POM, as modified by the PDMs. The budget phase takes the first two resource years of the POM and prepares the requirements for presentation to OSD and Congress.

1.4.1. Budget Review is OSD's opportunity to ensure programs are correctly costed and dollars are budgeted against them within fiscal management rules and policies.

1.4.2. OSD Comptroller (OSD (C)) is responsible for the Budget Review cycle and issues Program Budget Decisions (PBDs) highlighting proposed changes to the Services' budgets.

1.4.3. In this process there is some opportunity for the programs to be adjusted to better meet capability requirements before submittal to Congress. Services may provide reklamas to draft PBDs, and signed PBDs that contain unacceptable issues and may be appealed with OSD via negotiation or may be designated major budget issues.

1.5. **Management Initiative Decision (MID) 913.** MID 913 makes the Program Review and Budget Review concurrent under what is now called the Program Budget Review (PBR). Under MID 913, the PDM and PBD cycles both enact changes to Service's POMs. The Budget Estimate Submission (BES) phase is no longer independent.

1.6. **Execution.** The final phase of the PPBE process is the *execution* of the program-budget. Execution is the process by which the performance of the planning, programming, and budgeting phases are translated into warfighter capability. IAW MID 910, the effectiveness of the PPBE must be measured and validated with metrics.

2. Air Force PPBE Process.

2.1. **Goal.** The goal of the Air Force PPBE process is to provide the best implementation and execution of the defense objectives in support of our national goals established by the President and captured by the SECDEF in the SPG/JPG and other guidance/documents.

2.2. Headquarters Air Force Responsibilities:

2.2.1. Prepares inputs for SPG/JPG. Develops and submits the Air Force POM to OSD. Develops and submits the Air Force PB to OSD and distributes program documents to the Programming Agencies.

2.2.2. Implements OSD program directives and guidance during the PBR and ensures the OSD approved program is reflected in the FYDP.

2.2.3. Ensures appropriate amendments to program guidance and directives are interpreted, implemented, and direction is provided to Programming Agencies.

2.2.4. Makes necessary changes within the range of HQ USAF approval authority, funding, and manpower.

2.2.5. Ensures requests for program changes initiated within HQ USAF or submitted by the Programming Agencies are processed IAW procedures defined in Attachment 3.

2.2.6. Distributes Combatant Commander's (COCOM) Integrated Priority Lists (IPL) to planning and programming agencies.

2.3. Programming Agencies Responsibilities:

2.3.1. Comply with program guidance issued by OSD and HQ USAF.

2.3.2. Submit program data and briefings according to HQ USAF schedule and direction.

2.3.3. Coordinate with the appropriate MAJCOM (see table below) to translate COCOM's capability requirements into programmatic terms, to include program elements and required funding.

Table 2. COCOM/MAJCOM Relationships.

USCENTCOM	ACC (through CENTAF)
USEUCOM	USAFE
USJFCOM	ACC
USNORTHCOM	ACC
US Element NORAD	ACC
USPACOM	PACAF
USSOCOM (non-MFP-11)	AFSOC
USSOUTHCOM	ACC (through SOUTHAF)
USSTRATCOM	AFSPC
USTRANSCOM	AMC

2.3.4. Integrate COCOM's capability requirements into MAJCOM POM submissions to the maximum extent possible to HQ USAF.

2.3.5. Provide sections in POM submissions highlighting COCOM's requirements and priorities. Include rationale for any shortfalls in funding needed to support COCOM's requirements.

2.3.6. Submit requests for out of cycle program changes, which have been staffed and coordinated with all other affected programming agencies. Programming Agencies will provide offsets for all costs to include budget and execution years and the FYDP.

2.3.7. Implement the approved Air Force program as directed.

2.4. Combatant Commander Responsibilities:

2.4.1. Transmit capability requirements through the appropriate MAJCOM/Component. The MAJCOM/Component will vet those requirements internally and highlight the results in their POM briefings to the Air Force Corporate Structure (AFCS).

2.4.2. Coordinate with MAJCOMs to translate capability requirements into programmatic terms, to include program elements and required funding.

2.4.3. Use the vetting process to identify requirements more appropriately funded by another Service, and forward for inclusion in the other Service's POM.

2.5. Executive Agent Responsibilities.

2.5.1. HAF and programming agencies will meet the requirements of the agencies and programs where the Air Force is identified as the Executive Agent. This responsibility will be highlighted throughout the POM build process.

3. Air Force Corporate Structure (AFCS).

3.1. **Overview.** The Air Force implements the PPBE process through the AFCS. The strength of the AFCS (see figure 1) is the consistency of reviews tied to successive evaluation by grade level and experience within the functional staff (i.e. SAF/FM, AF/A3, AF/A4, etc.). It is not intended to supplant the functional staff but to enhance it and provide balance when making resource allocation decisions. The functional staff continues to conduct its functional business and reviews. The AFCS increases overall management effectiveness by applying cross-functional judgment, experience, and analysis to program adjustments in a resource limited environment.

3.1. **(AFISRA) Overview.** The AFISRA Corporate Structure exists to serve as a rapid and representative decision-making and information dissemination body capable of addressing any issue requiring a consolidated AFISRA position or an AFISRA Commander decision. The corporate structure is deliberately designed as an inclusive process for consolidating, prioritizing, and approving (including, but not limited to Planning, Programming, Budgeting, and Execution System (PPBES) products, Strategic Planning, Facilities, Military Construction, Research & Development, Manpower Review, Programmatic Reviews, Initial Distribution, Financial Plans, Budget Execution Reviews). At the discretion of the Commander, AFISRA or Vice Commander, the corporate structure may also provide general corporate guidance; serve as information venue, or as a coordination tool. The corporate structure must be responsive to National and Service priorities, vision, core competencies and critical factors affecting the conduct of AFISRA across the full spectrum of operations. It must also be consistent with every aspect of national agency and Service-level PPBE cycles. The Agency Director of Staff (AFISRA/DS) has overall responsibility for the AFISRA Corporate Structure and will be the approval authority for any deviation from the Group review, Board recommendation, and Council approval process.

3.1.1. The AFCS enables Air Force transformation by supporting a capabilities-based resource allocation program. The AFCS presents the best courses of action to the Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF) for making resource-based decisions. The top-down deliberative elements of the AFCS are the Air Force Council (AFC), the Air Force Board (AFB), the Air Force Group (AFG), and the 13 Mission and Mission Support Panels. The AFCS is guided by the Air Force Concepts of Operations (AF CONOPS) (Global Mobility, Global Persistent Attack, Global Strike, Homeland Security, Nuclear Response, Space and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR), and Agile Combat Support) and the Capabilities Review and Risk Assessment (CRRRA) process informs investment decisions and the development of the Air Force POM.

3.1.2. The ultimate goals of the AFCS are to: provide a multifunctional, cross-staff perspective on all key Air Force programs; enhance responsiveness to program issues; support corporate decision-making through interaction with Mission/Mission Support

Panels; and cut across organizational barriers to improve the corporate decision-making process.

3.1.3. Process Timing is on a calendar year schedule. Refer to Air Force POM Preparation Instruction (PPI) and DoD Instruction 7045.7 for calendar of events.

3.1.4. **(Added-AFISRA)** The AFISRA Corporate Structure has four levels: Council, Board, Group and Panels (see Figure 1). AFISRA/A5/8/9 will manage the Corporate Structure for the AFISRA/DS. The Commander, AFISRA is the final approving authority for all actions. Decisions requiring an official AFISRA position often have short suspenses but significant impact. In this regard, the AFISRA Corporate Structure may be required to convene and deliberate on very short notice. AFISRA Corporate Structure duties take precedence over routine staff functions. In those rare instances, where short suspenses preclude the convening of all levels of the corporate process construct, the sponsoring directorate will seek and obtain AFISRA/DS approval for any deviation. (Council/Board/Group/Panels).

3.1.4.1. **(Added-AFISRA)** The ISR Corporate Structure participants are the AFISRA Directorates and Special Staff who will provide appropriate level Council, Board, Group and Panel representatives. Other supporting participating entities will provide membership at the appropriate level when required. Those with specific AFISRA Corporate Structure responsibilities are:

3.1.4.1.1. **(Added-AFISRA)** Director of Manpower and Personnel (AFISRA/A1) is responsible for manpower issues.

3.1.4.1.2. **(Added-AFISRA)** Director of Analysis and Applications (AFISRA/A2) is responsible for intelligence exploitation, analysis and production matters.

3.1.4.1.3. **(Added-AFISRA)** Director of Intelligence, Surveillance and Reconnaissance Operations (AFISRA/A3) is responsible for identification, validation, and prioritization of operations requirements upon entry to the AFISRA corporate process.

3.1.4.1.4. **(Added-AFISRA)** Director of Logistics, Installations, and Mission Support (AFISRA/A4/7) is responsible for identifying, validating, and prioritizing logistics, mission system maintenance and civil engineering requirements. AFISRA/A4/7 also provides advice on contracting and support agreement policy and authorities.

3.1.4.1.5. **(Added-AFISRA)** Director of Plans, Programs, Requirements, and Assessments (AFISRA/A5/8/9) is responsible for planning and programming matters. AFISRA/A5/8/9 will establish standard operating procedures (SOPs) for meeting schedules and briefing/minutes formats for the AFISRA Corporate Structure. AFISRA/A5/8/9 will also establish and maintain the AFISRA Corporate Structure Sharepoint site.

3.1.4.1.6. **(Added-AFISRA)** Director of Communications (AFISRA/A6), as the AFISRA Chief Information Officer (CIO), is responsible for management, oversight of communications and information policy, guidance and

modernization, validation, Information Technology (IT) requirements; and providing IT investment recommendations to the corporate process.

3.1.4.1.7. **(Added-AFISRA)** Director of Financial Management (AFISRA/FM), as the AFISRA Comptroller, is responsible for budgeting and funds execution.

3.1.4.1.8. **(Added-AFISRA)** Staff Judge Advocate (AFISRA/JA) provides legal advice and expert opinion.

3.2. Air Force Council (AFC). The AFC is the senior forum for cross-functional consideration of the most critical Air Force issues. The AFC reviews and evaluates Air Force objectives, policies, plans, programs, budgets, and studies to make timely recommendations to the SECAF and CSAF. The AFC also provides expeditious Deputy Chiefs of Staff (DCS)-level coordination on significant, urgent, and complex issues to ensure that Air Force plans, policies, and programs comply with Joint Chiefs of Staff (JCS), OSD, and national objectives. The AFC returns issues to the Air Force Board (AFB) for further study. The AFC is chaired by the AF/CV, and membership consists of Air Staff and Secretariat Principals (3-star and civilian equivalent with some selected 2-star members).

3.2. (AFISRA) Council. The AFISRA Council is the Senior-level, corporate advisory body to the Commander, AFISRA. No decision-level programming or budgetary actions should reach the Commander, AFISRA without thorough vetting through the corporate structure. Normal corporate decision processes, however, will consist of either the AFISRA/CV or AFISRA/CA presenting the Board recommendation for the Commander's approval. When convened, the Council will have a designated sponsor (usually the Chair for the Group), the sponsor will, through the AFISRA/A5/8/9 Executive, schedule the Council meetings (which may be enabled for video teleconferencing). The sponsor will provide read-aheads in an established format no later than three working days prior to the Council meeting. During the meeting, the sponsor will provide a recorder to take meeting minutes (in established format) that will include Council decisions and actions. The sponsor will forward the minutes to the AFISRA/DS no later than three working days after the Council has met. Upon approval by the AFISRA/DS, the sponsor will post the approved minutes on the AFISRA Corporate Structure Sharepoint site. The Commander, AFISRA is the final approving authority for issues presented to the Council. The Commander, AFISRA may direct AFISRA/CV or AFISRA/CA to chair meetings and approve recommendations in his/her absence.

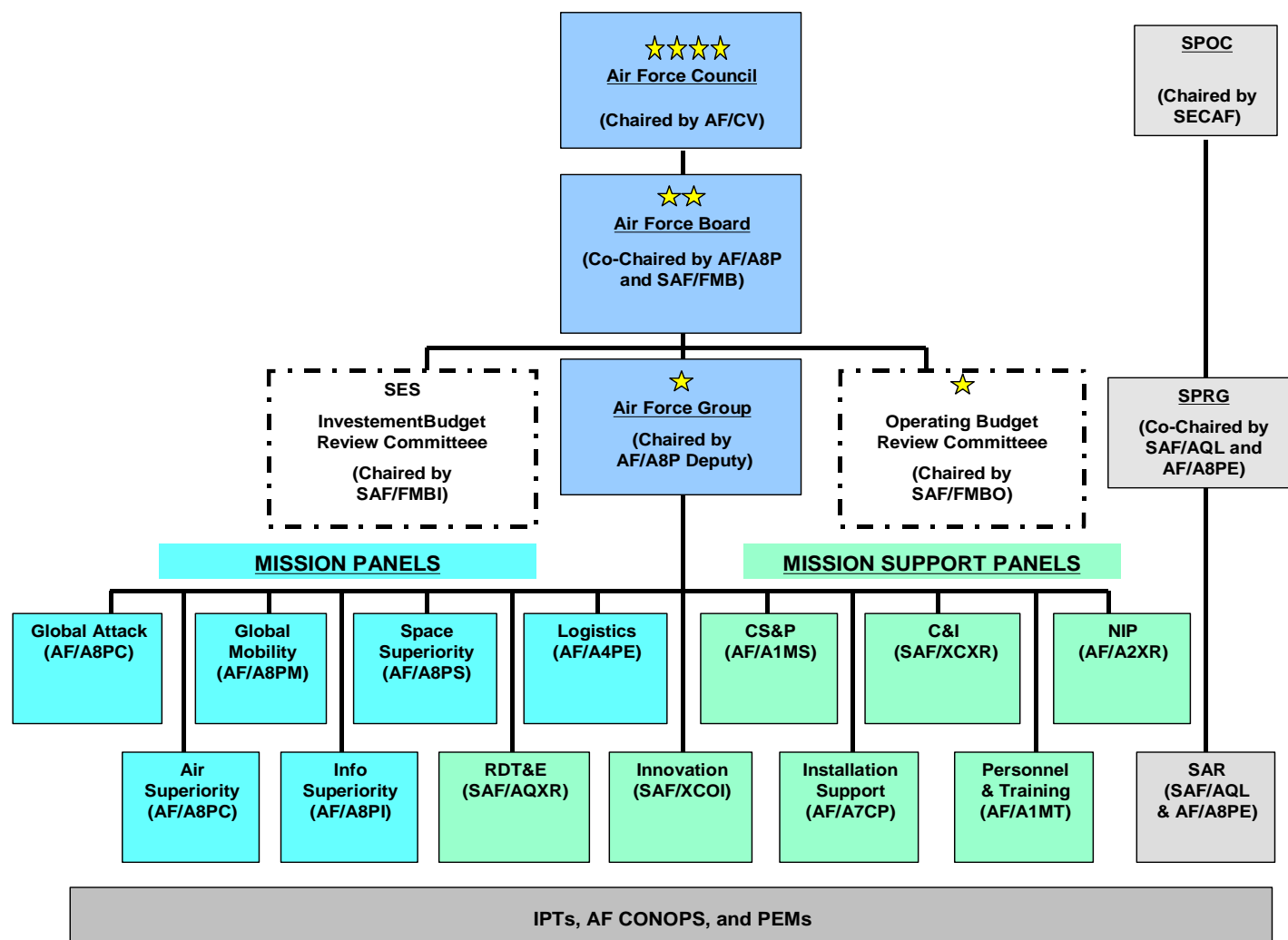
Council Advisors are as follows:

AFISRA: CV | CA | DS | A1 | A2 | A3 | A4/7 | A5/8/9 | A6 | FM | HC | HO | IG | JA | PA | SE | SG | SO | CR | ZQ | AFCO

AF MAJCOMS as appropriate (Advisors for R&D investment issues: All MAJCOM/A2s).

Council Advisors may also consist of Board members, Group members, appropriate Panel members, Wing/Center CCs, and others as invited.

Figure 1. The Air Force Corporate Structure.



Council membership is as follows:

HQ USAF: CVA | A1 | A2 | A3/5 | A4/7 | A8 | A9 | HC | JA | RE | SE | SG | ST | TE

SAF: AA | AQ | CM | FM | GC | IA | IE | IG | LL | MR | SB | XC | US(D) | NGB

Advisory members include: AF/A8P | AF/CCC | AF/CVE | AF/CVAS | AF/CVAE | AF/CX | SAF/AG | SAF/FMB

3.2.1. The Special Programs Oversight Committee (SPOC) is a separate and distinct decision making body from the AFC. It is the Senior Air Force review committee for oversight of resource allocation, management, security, and execution of all Air Force special access programs (SAPs), excluding the National Foreign Intelligence Program. The SPOC is chaired by the SECAF (see figure 1).

3.3. **Air Force Board (AFB).** The AFB provides flag-level (1-2 star and civilian equivalent) review, evaluation, and recommendations within the same broad categories as the AFC. Members are selected by their AFC counterpart and are responsible for preparing their principal for AFC meetings. Additional members of the AFB are advisory and represent

programs with Air Force Total Obligation Authority (TOA) and a combination of unique functional expertise. Additionally, panel chairs and AF CONOPS Champions are present, each representing mission and functional areas of Air Force expertise. Topics should be limited to important matters requiring corporate consideration and resolution. Its ultimate strength lies in its broad representative span that allows thorough vetting of issues before elevating the most critical issues to the AFC. Additionally, the AFB directs the focus of the AFG in resolving issues, refines AFG developed recommendations for submission to the AFC, and expedites Directorate-level coordination on significant issues. The AFB is chaired by Director of Programs, HQ USAF/A8P, with the Associate Director as his back up, and co-chaired by Deputy Assistant Secretary (Financial Management) (SAF/FMB), on non-budget issues. During budget formulation and execution, and during the Budget Review cycle, it is chaired by SAF/FMB.

Board membership includes representatives from:

HQ USAF: A1 | A2 | A3/5 | A4/7 | A8 | A9 | HC | JA | RE | SG | TE

SAF: AA | AG | AQ | FM | GC | IA | IE | IG | LL | PA | XC | USA | ANG

Advisory members include: AF/A1M | AF/A7C | AF/A8X

3.3. **(AFISRA) Board.** The AFISRA Board serves as the enterprise-level corporate body, and is responsible for developing decision recommendations and information issues for Council consideration. The Board can also provide direction/guidance to the Group. When convened, the Board will have a designated sponsor (usually the Chair for the Group); the sponsor will, through the AFISRA/A5/8/9 Executive, schedule the Board meetings via VTC or locally. The sponsor is responsible to provide read-aheads in the established format no later than three working days prior to the Board meeting. During the meeting, the sponsor will provide a recorder to take meeting minutes (in established format) that will include Board decisions and actions. The sponsor will forward the minutes to the AFISRA/DS no later than three working days after the Board has met. Upon approval by the AFISRA/DS, the sponsor will post the approved minutes on the AFISRA Corporate Structure Sharepoint site. The AFISRA/CV chairs the Board and may direct the AFISRA/CA to serve as chair in his/her absence.

Board membership includes representatives from:

AFISRA: CA | A1 | A2 | A3 | A4/7 | A5/8/9 | A6 | FM | HC | HO | IG | JA | PA | SE | SG | SO | CR | ZQ | AFCO

(Members for R&D investment issues: AFISRA CA | A2 | A3 | A5/8/9 | A6 | AFCO | All MAJCOM/A2s)

AF MAJCOMs as appropriate.

Board Advisors:

AFISRA Wings/Centers and others as invited.

(Advisors for R&D investment issues: AFISRA Wings/Centers and others as invited).

3.3.1. The Investment Budget Review Committee (IBRC) chaired by SAF/FMBI (General Officer equivalent), assists the AFC/AFB in evaluating investment appropriations and accounts in the year of execution, while the Operating Budget Review Committee (OBRC) chaired by SAF/FMBO (General Officer equivalent) assists in evaluating the program budgeting and execution of the Operations and Maintenance (O&M) appropriation in the year of execution (see figure 1).

3.3.2. **(Added-AFISRA)** The Board for research & development investment issues has slightly different membership; it consists of senior technical advisors within the development community and the staff. Air Force Research Laboratory – Information Directorate and other research laboratories may participate as advisors to present technologies that are under development. Representation from the MAJCOMs helps to ensure relevancy of proposed initiatives to operational requirements. The R&DIB makes “go-no go” and prioritization recommendations on investment projects. The R&DIB validates project manager’s priorities as presented by the Research and Development Investment Group (R&DIG). The R&DIB makes recommendations to the AFISRA Council for R&D technology investment decisions.

3.4. **Air Force Group (AFG).** The AFG provides the AFB and senior-level leadership (O-6 and civilian equivalents) a forum for initial corporate review and evaluation on appropriate issues within the same broad categories as both the AFB and AFC. The AFG is the first level of the AFCS that integrates the Air Force mission, mission support areas, and capabilities into a balanced Air Force program. Members are selected by their AFB counterpart or two-letter sponsors and are responsible for preparing their principal for AFB or AFC meetings. Its ultimate strength lies in its broad representative span that allows thorough vetting of issues before being elevated to the AFB or AFC for review and deliberation. Like the AFB and AFC, the AFG provides a forum for expeditious Division-level coordination on significant issues.

3.4. **(AFISRA) Group.** The AFISRA Group serves as the first point for an integrated priority, or course of action recommendation. The Group will submit their recommendations to the Board for follow-on action. Meetings are scheduled on an as needed basis and may be held via VTC to include all necessary participants. Any AFISRA Directorate may request to convene a Group meeting. The AFISRA Group chair is designated based on the issue or process that the Group is meeting for (example: Group Chair for POM process is A5/8/9; for a MILCON issue A4/7; for a budget execution issue FM; etc. etc.). When convened, the Group Chair will be the designated sponsor for the Group. The sponsor will schedule the Group meetings and is responsible to provide read-aheads in the established format no later than three working days prior to the Group meeting. During the meeting, the sponsor will provide a recorder to take meeting minutes (in established format) that will include Group decisions, actions and recommendations. The sponsor will post the signed minutes on the AFISRA Corporate Structure Sharepoint site no later than five business days after the Group has met. Representatives must be authorized to speak for their Commander/Director.

Group membership includes representatives from:

AFISRA: A1 | A2 | A3 | A4/7 | A5/8/9 | A6 | FM | HC | HO | IG | JA | PA | SE | SG | SO | CR | ZQ | AFCO

(Members for R&D investment issues: AFISRA A2 | A3 | A5R | A6 | FM | AFCO | MAJCOM/A2s)

AF MAJCOMs as appropriate.

Group Advisors include:

AFISRA Wings/Centers and others as invited.

(Advisors for R&D investment issues: AFRL-Information Directorate and AFISRA/JA).

The Group chairman may also request subject matter experts (SME) to serve as group advisors.

3.4.1. The AFG is chaired by AF/A8P Deputy except for purposes of budget formulation and execution to include the Budget Estimate Submission (BES), Budget Review (BR), and the President's Budget (PB) when it is chaired by SAF/FMBP. Additionally, Panel Chairs and AF CONOPS Champions are present during AFG meetings. Panel briefs to the AFG require minimum of four briefer support chairs (POC + 3 AOs).

AFG include representatives from:

HQ USAF: A1 | A1M | A1S | A2 | A3/5 | A3O | A3S | A4P | A7C | A7S | A8F | A8P | A8X | A9R | HC | JA | RE | SG | TE

SAF: AA | AG | AQ | FM | FMC | GC | IA | IE | IG | LL | PA | USA | ANG | XC

3.4.2. The five Mission and nine Mission Support Panels are the Air Force centers of expertise for their areas, and they are the first level of corporate deliberation in the AFCS. The Panels serve as the initial point of entry for issues arising from the Program Element Monitors (PEMs), Integrated Process Team (IPT), MAJCOMS, FOAs, or DRUs that require AFCS review. Panels review and develop options for presentation to the AFG.

3.4.3. The Special Programs Review Group (SPRG) serves as the working-level advisory panel responsible for integration of requirements and allocation of resources across the SAP portfolio. The SPRG matches resources to requirements and makes recommendations to the SPOC Executive Secretary for presentation to the SPOC. The SPRG is chaired by SAF/AQL and co-chaired by AF/A8PE (see figure 1).

3.4.4. In addition to permanent SAF/FMB representation on each mission and mission support panel, the AFCS requires SAF/FMB appropriations manager coordination on each approved Disconnect (D), Initiative (I), or Offset (O). Appropriation manager cooperation at the panel level ensures proper budget level detail review and develops information requirements for the creation of J-Book submissions. An established working relationship between the panels and the appropriation managers ensures funding ramps are avoided when possible and explained to the proper level of fidelity, when required for mission needs. This relationship also protects AFCS intent when last minute, undistributed cuts emerge during the fall review. Appropriation managers, with the help of the panels, can assist in the distribution and programmatic assessment on non-programmatic cuts. Panel Chairs and AF CONOPS Champions are members of the IBRC and OBRC processes, as well.

3.4.5. **(Added-AFISRA)** The Group for research & development investment issues has slightly different membership and convenes to consider future or planned projects, to review ongoing projects, spend plans and deliverables. AF organizations with intelligence R&D requirements will be invited to present those requirements to the R&DIG for funding consideration. AFISRA subordinate units will submit requirements to AFISRA/A2 for sponsorship within the R&DIG.

3.5. **AF Concept of Operations (CONOPS) Champions.** The AF CONOPS Champions assess the portfolio of Air Force through the Integrated Capabilities Review and Risk Assessments (CRRA) process and evaluate the risk of Panel proposals and issues to the execution of the AF CONOPS. Together, the Panels and AF CONOPS Champions represent a body of highly qualified experts in program portfolios that align with capability requirements defined by the AF CONOPS and capability objectives identified through the CRRA process. The Panel structure and organizational chairmanship is as follows:

MISSION PANELS

CHAIR

Air Superiority	HQ USAF/A8PC
Global Attack	HQ USAF/ A8PC
Information Superiority	HQ USAF/ A8PI
Global Mobility	HQ USAF/ A8PM
Space Superiority	HQ USAF/ A8PS

MISSION SUPPORT PANEL

CHAIR

Personnel & Training	HQ USAF/A1MT
Installation Support	HQ USAF/A4PE
Logistics	HQ USAF/A4PE
Research, Development, Test and Evaluation	SAF/AQXR
Communications & Information (CI)	SAF/XCXRC
Special Access Required (SAR)	SAF/AQL & HQ USAF/A8PE
National Intelligence Programs (NIP)	HQ USAF/A2XR
Competitive Sourcing and Privatization	HQ USAF/A1MS
Innovation	SAF/XCOI

NOTE: Special Access Required (SAR) panel, AF/A8PE-SAR, serves as the SPRG representative to the AF Board and Air Force Group (see figure 1).

3.5.1. **(Added-AFISRA) Panels.** Panels address mid/long-term operational, support, resource, and legal requirements for specific programs. They develop and document capabilities shortfalls / sustainment / modernization resource requirements for address by the AFISRA Corporate Structure. The Panels also develop plans to integrate current and future capabilities into various AF, national intelligence agency, and AFISRA architectures. The Panels will submit operational/resource initiatives and recommendations to the Group. The Group Chair may call upon the various Panels to support corporate process actions requiring subject matter expertise. These Panels' POCs will forward their agenda item request to the Group Chair for inclusion in the corporate process. Finally, ad hoc Panels may be directed to address short-term actions for

corporate review/action. Each Panel will have an AFISRA chairperson and a Director and AFISRA/DS approved charter. The charter will include each Panel's purpose (deliverables), the directorate acting as Office of Primary Responsibility (OPR), membership requirement, and meeting schedule. AFISRA/DS will review/validate all charters on an annual basis. The Panel Chairs will maintain the charter on the AFISRA Corporate Structure Sharepoint site. See attachments 10 through 16 for Panel charters.

Civil Engineer and Facilities Panel: Chaired by AFISRA/A7C. Identifies, prioritizes, and validates facility project requirements.

Civilian Cost Management Panel: Chaired by AFISRA/A1K. Reviews, validates, and develops proposals for agency-wide civilian employment. In addition, the Panel considers civilian employment and award program funding levels.

Communications and Information Panel: Chaired by AFISRA/A6X. Represents the CIO in the agency-wide management and oversight of communications and information. Validates and oversees information technology investments and requirements to ensure they are linked to agency goals, mission needs, and meet approved standards, architectures, and information assurance controls.

AFISRA Operations Panel: Chaired by AFISRA/A3O. Evaluates and provides recommendations on current operations, career field functional management, and training issues prior to submission to the Group, Board, and Council.

Manpower Panel: Chaired by AFISRA/A1M. Provides recommendations to the AFISRA Group, Board and Council on unfunded manpower requirements with evaluation, validation, and prioritization advice; and assesses the impact of manpower requirements on current and future force structure.

Analysis and Applications Panel: Chaired by AFISRA/A2. Provides recommendations to the AFISRA Group, Board, and Council on analysis and applications issues/capabilities.

Capabilities Panel: Chaired by AFISRA/A5C. Provides recommendations to the AFISRA Group, Board, and Council on ISR capabilities.

3.6. **Program Element (PE).** Each Air Force PE is assigned a single PEM to act as the focal point for that PE. A PEM is usually assigned from within the Secretariat or Air Staff, based on the office of primary responsibility (OPR) for that PE. HQ AF/A8PE is the approval authority and the AF point of contact for all PE actions. PE documentation is maintained in the AF FYDP Structure Management System (AF FSMS). PEMs establish accounts in this web based system and are the AF POC for all PE actions. PEMs are primary advocates for their PEs, addressing issues and coordinating functional concerns across various staffs. Air Staff PEMs are expected to be the subject matter expert at the Air Staff level on their PEs. In conjunction with the Mission/Mission Support Panels, they prepare and update various planning, programming, and budgeting documents within the PPBE process.

3.6.1. (Added-AFISRA) AFISRA Capability Advocate (CA) Duties. Directors responsible for control of programs will assign a Capability Advocate to manage each program. CAs are responsible for monitoring resource allocation within their programs and for implementing AFISRA program controls. CAs serve as the focal point for all staff actions affecting their Programs: force structure and manpower; funding profiles for all appropriations; development, test, procurement, and deployment schedules; concepts of operations and technical performance requirements for all programs, elements and systems. CAs will prepare and coordinate PPBE actions associated with their assigned Program, including Program Change Requests, Program Change Proposals, initiatives, disconnects, and offsets. Particular attention must be paid to fund operations and sustainment of new or modified systems. CAs are responsible for preparing many of the products such as the Resource Allocation Programming Information Decision System (RAPIDS) slides and bullet background papers (BBP) used by the AFISRA corporate structure during various PPBE processes. CAs will present a complete program review to the appropriate AFISRA Panel during the POM development cycle or when requested by the AFISRA Group. This review will be a comprehensive, objective briefing that includes detailed breakouts of all appropriations, requirements, production schedules, system or modification costs, capabilities and bed-down requirements, funding priorities, and content overlap with other programs. AFISRA CAs should advocate for their programs consistent with AFISRA corporate positions based on validated Air Force CONOPS, technical requirements, AFISRA priorities, and program guidance. AFISRA CAs will not present/submit to HHQ or AFISRA staff, wing or center an official ISR position/policy without coordinating through the appropriate Directorate. For example, HHQ financial taskings that impact a specific program should be submitted by FM vice the various CAs.

3.6.2. (Added-AFISRA) Capability Advocate (CA) Training. HQ AFISRA/A8P provides PPBE training as part of AFISRA CA training. PPBE training includes an overview of DoD, USAF, and AFISRA PPBE processes with an emphasis on AFISRA CA duties and responsibilities. In addition, AFISRA/A8P can provide training on RAPIDS software. Prior to each major program exercise, AFISRA/A8P provides “just-in-time” training to CAs--formats, timelines, and specific actions required for the exercise. **NOTE:** Directorates may provide or fund additional training in formal offsite courses.

3.6.3. (Added-AFISRA) Program Folders. CAs will maintain folders on each assigned Program. Program folders should contain relevant USAF Force and Financial Plan (F&FP) and Program Documents (see AFI16-501, Para. 4), bullet background papers (BBP), briefing slides, and RAPIDS change control sheets from the latest President’s Budget (PB) or major program exercise (POM/BES, PCP/BCP). Maximize the use of electronic media. Classification of folders shall be governed by DoD 5200.1-PH, *DoD Guide to Marking Classified Documents*; AFI 31-401, *Information Security Program Management*; *USAF Force and Financial Plan Data Security Classification Guide*; and the *Air Force Planning and Programming Instruction (PPI)*.

3.6.4. (Added-AFISRA) Capability Advocate (CA) Rosters. HQ AFISRA/A8P will maintain a roster of program elements and CAs/alternate CAs posted on the Air Force ISR Agency Corporate Structure Sharepoint site. Directors will provide periodic updates to AFISRA/A8P to ensure accuracy of the CA roster.

4. Documentation.

4.1. **Force and Financial Plan (F&FP).** The USAF F&FP system fuses with the ABIDES database interactive tool to develop and submit the Air Force FYDP to OSD. It contains information on resources such as military and civilian manpower, flying hours, aircraft authorizations, and inventory and procurement quantities, as well as dollars. The F&FP provides considerable expansion of details over the FYDP for Air Force programs. Modifications to the Air Force Program after submission to OSD require prior approval from OSD, and are implemented only with specific direction from HQ USAF. Requests to modify the Air Force Program should refer to the F&FP and its resources data.

4.2. **Program.** The Air Force disseminates the Program through program documents. The principal program documents and the supplementary program documents list particular resource commodities of the overall programs and their OPRs (see Attachment 2). Responsible HQ USAF organizations publish the principal program documents after the PB submission. They may also publish these documents after a significant amended budget submission or any time OSD directs an additional update. These program documents are categorized by PE (where appropriate), consistent with the USAF F&FP, and are implemented only with specific and separate authority from HQ USAF.

4.3. **Program Change Requests (PCRs).** PCRs are used to request an operational or fiscal change outside the normal PPBE cycle that is mission critical to accomplish in the execution or budget years. Changes to the Air Force Program after execution and budget years will be part of Program Agency initiatives or disconnects during the next POM programming phase. General guidelines for Air Force PCRs are outlined in Attachment 3.

4.3.1. PCRs are submitted as fully funded or as no cost. Reprogramming is necessary if a PCR directs the transfer of funds between appropriations rather than absorbing the cost within an appropriation. If the cost of the PCR is absorbed within the appropriation, reprogramming is still required when moving funds between program elements. Examples are transferring Air Force O&M to Air National Guard O&M, or using procurement funds to pay an O&M bill. When this occurs in the current year, HQ USAF, OSD, and congressional approvals are required to support the reprogramming (use of funds in other than original appropriation submitted to and enacted by Congress). The effective implementation date of PCR actions will be delayed until approved by OSD and Congress. Failure to do so may result in an Anti-Deficiency Act Violation (DoD 7000.14R, Vol. 14, *Administrative Control of Appropriations and Anti-Deficiency Act Violations*). When a PCR realigns funds between appropriations for the budget years, prior approval from HQ USAF and OSD is required.

4.3.2. Requests for reprogramming/realignment to fund a PCR are not automatically approved. Reprogramming within or between appropriations, within or over dollar thresholds, or involving Congressional special interest line items all require special oversight. HQ USAF, OSD, or Congress can deny the reprogramming/realignment actions. MAJCOMs must weigh the risk associated with identifying sources to offset a program change with the benefit of implementing the PCR outside of the programming or budgeting cycle. There is less risk when the PCR is sourced within the same appropriation.

4.4. DoD and USAF Program Document Processing and Distribution:

4.4.1. Program Elements are primary data elements in the FYDP. They are organized into 11 Major Force Programs (MFP)--6 combat force oriented programs, and 5 support programs. The AFCS assigns PEs to IPTs and Panels according to their force structure or support function. Since some PEs may affect more than one Panel, cross-Panel coordination is an absolute requirement. The functional DCS, or the Secretariat equivalent functional manager, will coordinate assignment changes to existing PEs for approval by SECAF. PE directives are located at Attachment 7.

4.4.2. PPBE documents and supporting databases are not disclosed outside DoD or other governmental agencies (e.g., OMB) not directly involved in the defense planning and resource allocation process. The OSD office responsible for the PPBE phase to which the document or database pertains will consider requests for exceptions on a case-by-case basis. The responsible offices are as follows: Under Secretary of Defense (Policy) for the Planning phase, the Under Secretary of Defense, (Program Analysis and Evaluation) for the Programming phase, and the Under Secretary of Defense (Comptroller) for the Budgeting phase [see DoD Instruction 7045.7]. The responsible OSD office coordinates and approves requests with the General Counsel.

4.4.3. The Air Force, by request, distributes SECAF and CSAF approved PPBE documents and decisions to OSD and headquarters elements of the Departments of the Army and the Navy. Sub-elements of those departments that require information on Air Force programs should get it from their respective departmental headquarters. The Air Force distributes program documents internally on a strict "need-to-know" basis (see DoD 5200.1-R, *Information Security Program Regulation*, January 1997, and AFPD 31-4, *Information Security*, 1 September 1998).

4.4.4. HQ USAF distributes program documents to directorates through Programming Agencies. With specific, fully justified requests from the Programming Agencies, HQ USAF may distribute documents directly to the subordinate commands immediately below MAJCOM level.

4.4.4.1. HQ USAF/A8 controls the distribution for the principal program documents; the OPRs control supplementary documents (see Attachment 2).

4.4.4.2. Send all requests for program documents through the Programming Agencies to the HQ USAF OPR. Do not use normal publications channels. Requests for new or increased distribution must:

4.4.4.2.1. Be signed at the command's directorate level.

4.4.4.2.2. Identify the using agency.

4.4.4.2.3. Justify the reason for the request.

4.4.4.2.4. Identify the total number now being received in the command's headquarters.

4.4.4.2.5. Identify the Programming Agency's focal point responsible for program document control.

4.4.4.2.6. In determining total requirements, Programming Agencies should use focal points or classified libraries that can make copies available to several offices in order to minimize the number of copies needed.

4.4.4.2.7. Using DoD 5200.1-R and AFI 31-401, Information Security Program Management, Programming Agencies should reproduce parts of documents when an individual office or subordinate command does not need the whole document.

4.5. Education and Training (E&T) Requirements Determination Process. A key programming process is the E&T requirements determination process. E&T issues cut across all MAJCOMs, FOAs, and DRUs, with results that drive extensive programming actions and must follow certain timelines within the overarching PPBE process. It is important to establish a framework that Air Force agencies can work with to determine, document and fund E&T requirements. While the detailed sub-process guidance resides in other associated AFIs, Attachment 9 to this AFI provides the necessary overall framework for the E&T build. Air Force organizations are required to adhere to this framework and document those actions that drive programming actions.

4.6. Limitations. Limit access to industrial firms under contract to the Air Force on a strict "need-to-know" basis as provided in DoD 5200.1-R/AFI 31-401 and DoD 5220.22-R, *Industrial Security Regulation*, December 1985 and AFI 31-601, *Industrial Security Program Management*, 29 June 2005. Do not release entire documents. The USD(C) will consider requests on a case-by-case basis. The commander responsible for procuring material, supplies, or services from a contractor or bidder may release or disclose only the classified information required to perform the specific contract or to prepare a specific bid or quotation.

5. (Added-AFISRA) Adopted Form: AF Form 847, *Recommendation for Change of Publication*.

STEPHEN G. WOOD
Lieutenant General, USAF
DCS, Strategic Plans and Programs

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoD 5200.1-R, *Information Security Program Regulation*, January 1997

DoD 5220.22-R, *Industrial Security Regulation*, 4 December 1985

DoD 7000.14-R, Vol. 14, *Administrative Control of Appropriations and Anti-Deficiency Act Violations*, March 2001

DoDI 5000.2, *Operation of the Defense Acquisition System*, 12 May 2003

DoDI 7045.7, *Implementation of the Planning, Programming and Budgeting System*, 23 May 1984, with Change 1, 9 April 1987

Management Initiative Decision (MID) 910, *Budget and Performance Integration Initiative*, 1 January 2001

MID 913, *Implementation of a 2-Year Planning, Programming, Budgeting and Execution Process*, 22 May 2003

AFPD 16-5, *Planning, Programming, and Budgeting System (PPBS)*, 29 July 1994

AFPD 31-4, *Information Security*, 1 September 1998

AFPD 32-70, *Environmental Quality*, 20 July 1994

AFI 31-401, *Information Security Program Management*, 1 November 2001

AFI 31-601, *Industrial Security Program Management*, 29 June 2005

AFI 32-7061, *Environmental Impact Analysis Process*, 12 March 2003

Abbreviations and Acronyms

ABIDES—Automated Budget Interactive Data Environment System

AFB—Air Force Board

AFC—Air Force Council

AF CONOPS—Air Force Concepts of Operations

AFCS—Air Force Corporate Structure

AF FSMS—Air Force FYDP Structure Management System

AFG—Air Force Group

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

ANG—Air National Guard

AO—Action Officer

BES—Budget Estimate Submission

CCN—Change Control Number

C4ISR—Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance

COCOM—Combatant Commander

CRRA—Capabilities Review and Risk Assessment

CSAF—Chief of Staff of the Air Force

DCS—Deputy Chief of Staff

DoD—Department of Defense

DPG—Defense Planning Guidance

DRUs—Direct Reporting Units

EIAP—Environmental Impact Analysis Process

EPP—Enhanced Planning Process

F&FP—Force and Financial Plan

FOA—Field Operating Agencies

FYDP—Future Years Defense Program

HAF—Headquarters Air Force

IBRC—Investment Budget Review Committee

IPL—Integrated Priority List

JCS—Joint Chiefs of Staff

JPG—Joint Programming Guidance

MAJCOM—Major Command

MFH—Military Family Housing

MID—Management Initiative Decision

MILCON—Military Construction

OBRC—Operating Budget Review Committee

O&M—Operations and Maintenance

OPR—Office of Primary Responsibility

OSD—Office of the Secretary of Defense

OSD(C)—Office of the Secretary of Defense (Comptroller)

PA&E—Program, Analysis and Evaluation

PB—President's Budget

PBD—Program Budget Decision

PBR—Program Budget Review

PCR—Program Change Request
PCS—Permanent Change of Station
PDM—Program Decision Memorandum
PE—Program Element
PEM—Program Element Monitor
POM—Program Objective Memorandum
PPBE—Planning, Programming, Budgeting and Execution System
PPBS—Planning, Programming and Budgeting System
PPI **POM**—Preparation Instruction
RAPIDS—Resource Allocation Programming Information Decision System
RPM—Real Property Maintenance
SAF/FMB—Deputy Assistant Secretary of the Air Force (Financial Management)
SAP—Special Access Programs
SAR—Special Access Required
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
SPG—Strategic Planning Guidance
SPOC—Special Programs Oversight Committee
SPRG—Special Program Review Group
TOA—Total Obligation Authority
ZBT—Zero Balance Transfer

Terms

AFCS (Air Force Corporate Structure)—Embodies the corporate review process for HQ USAF. It does not replace the functional staff but, rather, enhances it by allowing time critical or time limited functional reviews at the appropriate levels. The deliberative components of the Corporate Structure are the Air Force Council (AFC), the Air Force Board (AFB), the Air Force Group (AFG), and the thirteen Mission and Mission Support Panels. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior Air Force leadership can apply their collective judgment, experience, and analysis to major programs, objectives, and issues. This process balances programs among mission areas, between force structure and support, and between readiness, modernization, and transformation. Additionally, this approach ensures the Air Force program is capabilities based and supports the Joint warfighter. Only military or Department of Defense civilian personnel assigned to the Air Staff or Office of the Secretary of the Air Force may serve as members of the corporate structure.

AFC (Air Force Council)—Advises and makes recommendations to the Chief of Staff and Secretary on major matters, including the responsiveness of Air Force plans and programs to national, Office of the Secretary of Defense, Joint Chiefs of Staff, and Air Force objectives. The Vice Chief of Staff chairs the AFC. Membership is at the Deputy Chief of Staff (three-star) level, corresponding Secretariat level, and selected Directorate (two-star) level (para 3.2).

AFB (Air Force Board)—Advises and provides recommendations to the Air Force Council (AFC) on major programming and other staffing issues. In addition, the AFB conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to presentation to the AFC. The AFB has decision authority for issues submitted by the Air Force Group (AFG). The Director of Programs chairs the AFB, except for purposes of budget formulation and execution to include the Program Budget Review (PBR), Budget Review Cycle, and President's Budget (PB), when the Deputy Assistant Secretary (Budget) (SAF/FMB) chairs it. Membership is at the General officer/Senior Executive Service level (para 3.3) but advisory members include the panel chairs, CONOPS Champions, and those with special expertise.

AFG (Air Force Group)—Advises and provides recommendations to the Air Force Board (AFB) on major programming and other staffing issues. Conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to presentation to the AFB and the Air Force Council (AFC). The Deputy Director of Programs chairs the AFG. Membership is at the Colonel/civilian equivalent level (para 3.4), but advisory members include the panel chairs, CONOPS champions, and those with special expertise. The AFG is the first level in the corporate structure that integrates the Air Force mission, mission support areas, and capabilities into a balanced Air Force program.

Air Force Concept of Operation (AF CONOPS)— An Air Force Concept of Operations delineates the highest service-level concept comprising a commander's assumptions and intent to achieve desired effects through the guided integration of capabilities and tasks that solve a problem in an expected mission area.

AF CONOPS Champion— The Air Staff focal point for service-level CONOPS and the capabilities described and required by that AF CONOPS. The Champion promotes the attainment and sustainment of essential Air Force capabilities required to achieve the effects needed by Joint Force Commanders (JFC) to fulfill their assigned missions. The Champion is also responsible for leading the Capabilities Review and Risk Assessment (CRRA) process, advocating AF CONOPS, effects, and capabilities in all Department of Defense, Joint Staff, and Air Staff capabilities-based planning processes, and informing the Air Force Corporate and the Planning, Programming, Budgeting, and Execution System processes.

Air Force Mission/Mission Support Panel—Advises and provides recommendations to the Air Force Group (AFG) on major programming and other issues. Conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to the AFG. Serves as initial point of entry for all issues requiring corporate review. Panels work closely with CONOPS Champions to ensure program capabilities are consistent with Integrated Capabilities Review and Risk Assessments (CRRA). Chairs are designated by appropriate Deputy Chief of Staff/Assistant Secretary (para 3.4.2).

Budget Year(s)—The year(s) following the current fiscal year, and for which the budget estimate submission (BES) is prepared. For example, if the current fiscal year were FY 2005, the budget year(s) would be FY 2006-07.

Capabilities Review and Risk Assessment— The Air Force process for identifying and assessing the levels of capability needed to execute service-level concepts of operations, determining the status of these capabilities to achieve desired effects, and recommending courses of action to rectify overages, shortfalls, and gaps in the capability portfolio.

Disconnect—An approved program, which is unexecutable because of resource shortfalls. Specific Air Force or Office of the Secretary of Defense Program Budget Decisions (PBDs) that change the program content or pace in the Planning, Programming, Budgeting, and Execution cycle are not candidates for disconnects in the following year's cycle.

D-22—Office of the Assistant Secretary of the Air Force, Financial Management and Comptroller, Directorate of Budget Operations (SAF/FMBO) Financial Plan exhibit used as a vehicle to transfer Air Force Operations and Maintenance funds between commands to include approved Program Change Request actions for the budget year but not included in the President's Budget submission.

EIAP (Environmental Impact Analysis Process)—The Air Force program that implements the requirements of the National Environmental Policy Act of 1969 (NEPA), and the requirements for analysis of environmental effects abroad under Executive Order 12114. Specific procedures are in AFI 32-7061, *The Environmental Impact Analysis Process*, 12 March 2003.

Execution Year—The current fiscal year.

Fiscal Year (FY)—The 12-month period which begins 1 October of one year and ends 30 September of the next year.

FYDP—Future Years Defense Program. The official OSD document and database that summarizes Secretary of Defense approved plans and programs for the Department of Defense.

Initiative—A proposal for resources to initiate a new program (new start).

Offsets—Resources that are offered to "pay" for a Program Change Request action, disconnect, or initiative.

Out Years—The years of the Air Force Program not included in the execution or budget years.

Program Change Request (PCR)—Document used to request an out-of-cycle change to the FYDP program structure (during the execution and budget years). Can be initiated by Headquarters USAF, the MAJCOMs, or other programming agencies. Changes to the Air Force Program that begin beyond the execution and budget years should be part of Program Agency initiatives or disconnects during the next programming phase.

Prior Year (PY)—The fiscal year immediately preceding the current year (last completed fiscal year). Also referred to as Past Year.

USAF F&FP (USAF Force and Financial Plan)—The database that describes the Future Years Defense Plan. The Air Force portion of the DoD FYDP, consisting of a series of classified volumes, which shows (by program element code), a projection of the forces, manpower, and dollar resources approved for the Air Force. Interaction with the F&FP is accomplished using the Automated Budget Interactive Data Environment System (ABIDES) program. Changes to

the F&FP using ABIDES, are accomplished through the Resource Allocation Programming Information Decision System (RAPIDS).

Attachment 2

PROGRAM DOCUMENTS AND SUPPLEMENTARY PROGRAM DOCUMENTS
LISTING

PROGRAM DOCUMENTS

Title	Short Title	HQ USAF OPR
Aerospace Vehicles and Flying Hours (Annual)	PA	
•Vol I, <i>Aircraft and Flying Hours by Mission Design Series</i>		A8PE
•Vol II, <i>Aircraft and Flying Hours by Command</i>		A8PE
•Vol III, <i>Strategic Missiles, Cruise Missiles and Remotely Piloted Vehicles</i>		A8PE
•Vol IV, <i>Space Systems</i>		A8PS
Installations, Units, and Programs (Annual)	PD	A7CPB
•Section III, Priorities (Annual)		A8PE

SUPPLEMENTARY PROGRAM

DOCUMENTS

Title	Short Title	HQ USAF OPR
Flying Training Program	FTP	A3O
Manpower and Organization	PM	A1M
•Vol I, <i>Regular Forces</i>		
•Vol II, <i>Reserve Forces</i>		
Operational Test and Evaluation Program	PO	TE
Tactical Air Missile Program	PT	A5RW
Technical Training Program	PTT	A1MP

Attachment 3

PROGRAM CHANGE REQUEST GUIDANCE

A3.1. General Guidelines for Air Force PCRs.

A3.1.1. Final approval authority is SECAF.

A3.1.2. Use PCR actions to make off cycle corrections to programs. Each PCR must be a stand-alone action that zero-balances in all years of the FYDP, so the PCR does not drive a bill to the Air Force.

A3.1.3. Gaining and losing MAJCOMs must agree to exact dollar amount of request before submitting it to HQ USAF. PCRs will not be accepted without appropriate offsets identified for the budget and execution years as well as throughout the FYDP. All costs, to include tails, must be considered. Coordination between MAJCOM/FMs and MAJCOM/A8s is expected and should be documented for reference.

A3.1.4. Identify adjustments to total Air Force Officer and Enlisted end strength by fiscal year and display funding by fiscal year. Transfers of end strengths between agencies and commands do not result in a change to the Air Force Military Personnel Appropriation unless positions are being added to or deleted from the Air Force manpower file.

A3.1.5. After coordinating within Programming Agencies, submit PCRs to HQ USAF/A8P with informational copies to SAF/FMB, other Programming Agencies, and HQ USAF Mission/Mission Support Panels, as required. Submit PCRs by message (Attachment 4) or as an e-mail attachment (Attachments 5 and 6). Organizations with Defense Messaging System (DMS) capability should submit the PCR as a text file (Attachment 6) attached to a DMS message prepared according to standards.

A3.1.6. Coordinate all end strength adjustments with HQ USAF/A1M. SAF/FMBOP will provide budgetary figures for manpower requirements.

A3.1.7. Include in each PCR a detailed explanation of the costs involved for all appropriations/fund sources and Foreign Military Sales (FMS)/Security Assistance impacts. For Procurement Accounts, in addition to the PE, include the Budget Program (BP). Include out year costs and BP for PCR actions affecting out years. Coordinate PCR cost estimates and savings with appropriate MAJCOM or equivalent Financial Management and Comptroller staff prior to submission to USAF/A8P.

A3.1.8. Identify in each PCR the source of cost estimates in each appropriation fund source. Specify offsets within each appropriation/fund source for the execution and budget year and throughout the FYDP. Offsets generated by FMS or Security Assistance programs must also be identified. Each offset will contain funding information to the program element and cost element detail. For Procurement Accounts, in addition to the PE, include the BP. Each PCR will be a stand-alone action. HQ USAF will reject using offsets from prior or subsequent PCRs. HQ USAF will return PCRs without action that do not contain sufficient offsets.

A3.1.9. To identify PCRs, include the initiating organization name (Air Combat Command, National Guard Bureau, etc.), current fiscal year, and a sequential two-digit number (e.g., AMC 08-01 is the first PCR AMC submits in Fiscal Year 08). AF/A8PE, as the Office of

Primary Responsibility, will assign PCR numbers for HQ USAF generated PCRs. The prefix will be HAF, followed by the current fiscal year and sequence number (e.g., HAF 08-01).

A3.1.10. Coordinate all PCRs with Air Force Materiel Command (AFMC/A4) and identify potential support problems prior to sending them to HQ USAF. AFMC provides impacts then HQ USAF optimizes the bed down plan.

A3.1.11. Each PCR will state that the requester has initiated an Environmental Impact Analysis Process (EIAP), as directed by AFI 32-7061, *Environmental Impact Analysis Process*, and as promulgated in AFD 32-70, will identify which Program Agencies have coordinated on the PCR.

A3.2. PCR Request Message.

A3.2.1. Programming agencies will submit PCRs as a message or as a text file attached to a DMS or e-mail message. See Attachment 4 for a sample request message. See Attachment 5 for a sample e-mail or DMS attachment request. See Attachment 6 for sample e-mail. As a minimum, the message will contain the following elements:

A3.2.2. Address to HQ USAF/A8P/A8PE. Send information copies to all interested MAJCOMs, the other PCR Programming Agencies, SAF/FMBP, HQ USAF Directorates, the National Guard Bureau, and the Air Force Reserve. HQ AFMC/A4 must be an addressee on all messages that affect force structure and flying hours.

A3.2.3. The Programming Agency PCR number and title.

A3.2.4. Brief summary of proposed changes and why it is mission critical to accomplish them in the budget/execution years versus waiting for the next POM.

A3.2.5. Coordination obtained with other MAJCOMs, Combatant Commanders, etc.

A3.2.6. Force structure, manpower, and flying hour displays of current program and of proposed changes by quarter of each fiscal year to include out years. When manpower slots are added, deleted, or transferred, display cost impact by fiscal year. Coordinate any manpower cost data with SAF/FMBOP and note that such data are only approximately correct.

A3.2.7. The cost summary of proposed program should not include program element, appropriation/fund, cost element detail, and BP (for Procurement Accounts) including out years. As a minimum, identify Flying Hour, Base Operating Support (BOS), Operations and Maintenance (O&M), Support Equipment, Environmental Compliance, Real Property Maintenance (RPM), Military Family Housing (MFH), Communications, Military Construction (MILCON), and Permanent Change of Station (PCS) costs. If no impact, so state.

A3.2.8. Summary of proposed offsets to include program element, appropriation and cost element detail including out years. Identify cost savings, over and above proposed offsets, resulting from proposed program. Identify offsets generated by Foreign Military Sales/Security Assistance Programs.

A3.2.9. Discussion of the proposed plan, including the pros and cons of such areas as operational effects, combat enhancements, supportability issues, manpower issues, and Congressional concerns.

A3.2.10. Statement that EIAP actions have been initiated and a properly completed AF Form 813, *Request for Environmental Impact Analysis*, is being forwarded under separate cover.

A3.2.11. Identify any requirement for public announcement, host nation notification, and/or Congressional actions.

A3.2.12. The action officer's name, office symbol, and telephone number.

A3.3. Programming Agency Actions.

A3.3.1. After SECAF/CSAF has reviewed each PCR, HQ USAF/A8P will notify SAF/FMB and the appropriate Programming Agency of approval or disapproval status and ensure that the appropriate database and Programming documents are updated during the next available budget exercise.

A3.4. PCR Approval or Disapproval Message.

A3.4.1. Address the PCR approval or disapproval message to the submitting MAJCOM with information copies to all affected geographic Combatant Commanders, all interested MAJCOMs, the Secretariat and HQ USAF Directorates, the National Guard Bureau, and the Air Force Reserve (if required). HQ AFMC/A4 must be an addressee on all messages that affect force structure and flying hours so they can ensure the changes are incorporated into the buy, repair, and distribution decisions. PCR approval messages will contain the following:

A3.4.2. Current Program. Force structure, manpower, and flying hour displays of current program by quarter of each fiscal year to include out years.

A3.4.3. Approved Program. Force structure, manpower, and flying hour displays of the approved program by quarter of each year to include out years.

A3.4.4. Costs of Approved Program. Cost summary of approved program to include PE, appropriation, cost element detail, and BP (for Procurement Accounts) including out years. As a minimum, identify Base Operating Supply (BOS), O&M, Real Property Management (RPM), MFH, Procurement, Communication, and Military Construction (MILCON) costs.

A3.4.5. Approved Offsets. Include program element, appropriation, cost element detail, and BP (for Procurement Accounts) including out years.

A3.4.6. The following environmental impact statement: "Approval to issue a unit move directive or to otherwise implement actions approved by this PCR is contingent upon completion of the environmental impact analysis process (including an approved AF Form 813, *Request for Environmental Impact Analysis*), and compliance with the Clean Air Act conformity requirements."

A3.4.7. Changes to mobility and war authorizations, if approved. If not applicable, so state.

A3.4.8. Any other approval comments.

A3.4.9. Public announcements, host nation notifications, and/or Congressional actions.

A3.4.10. The following statement: "Please provide a copy of this PCR to your servicing DFAS-DAO."

A3.4.11. Action officer's name, office symbol, and telephone number.

A3.5. Headquarters Air Force Actions.

A3.5.1. AF/A8, SAF/XC, AF/A4/7, AF/A3/5, AF/A1, SAF/FM, and SAF/LL will coordinate on all PCRs. SAF/IE will coordinate on all PCRs for the duration of Base Realignment and Closure (BRAC). All other offices will participate as required, depending on the specific content of the PCR. Key responsibilities of offices that coordinate on PCRs are as follows:

A3.5.1.1. HQ USAF/A8 will:

A3.5.1.1.1. Assign an Action Officer (AO) to staff and process each PCR.

A3.5.1.1.2. Maintain a master log and current status for all officially submitted PCRs.

A3.5.1.1.3. Prepare and send a message to appropriate Programming Agencies requesting impacts and offsets for HQ USAF generated PCRs.

A3.5.1.1.4. Verify manpower impacts, issues, and costs.

A3.5.1.1.5. Work with affected HQ USAF directorates to ensure the program requested in the PCR is executable, correctly costed, and contains appropriate offsets.

A3.5.1.1.6. Ensure the PCR correctly identifies any base impacts and requirements for public announcement, host nation notification, and congressional notification.

A3.5.1.1.7. Work with the Office of the Civil Engineer, Environmental Division (HQ USAF/A7CV), and NGB/CEV or HQ USAF/REXR when appropriate, to verify that required EIAP actions are complete.

A3.5.1.1.8. Complete any required follow-up actions noted in the PCR approval or disapproval message.

A3.5.1.1.9. Ensure initiation of proper public announcement and Congressional notification procedures, to include security review clearance in accordance with AFI 35-205, *Air Force Security and Policy Review Program*.

A3.5.1.1.10. Maintain Change Control Number (CCN) integrity of model and non-model resources.

A3.5.1.1.11. Enter approved PCR action into the Options database and pass as part of Program Guidance to SAF/FMB.

A3.5.1.1.12. Ensure approved PCRs are included in the next update of programming documents.

A3.5.2. HQ SAF/XC will:

A3.5.2.1. Coordinate on all PCRs to ensure that PCRs correctly identify war fighting integration issues.

A3.5.2.2. PCR adequately addresses AF innovation goals and criteria.

A3.5.2.3. Ensure PCR correctly identifies factors relating to C4ISR and CIO requirements, interests, and areas of responsibilities.

A3.5.3. HQ USAF/A4/7 will:

A3.5.3.1. Ensure that execution and budget year procurement of logistic support items are adjusted to reflect all approved PCRs.

A3.5.3.2. Verify (with input from SAF/IE, NGB/CEV, or HQ USAF/REXR when appropriate) MILCON, MFH and real property maintenance requirements, EIAP, and all issues relating to facilities support.

A3.5.4. HQ USAF/A3/5 will:

A3.5.4.1. Ensure PCRs correctly identify operational capability readiness and training issues.

A3.5.4.2. Ensure PCRs correctly identify factors relating to war readiness, including changes to the War Reserve Materiel munitions, regional issues, etc.

A3.5.4.3. Identify any impacts to Flying Hours Program and ensure impacts are included in Program Guidance and the A8 Force Structure database.

A3.5.5. HQ USAF/A1 will:

A3.5.5.1. Verify military and civilian personnel impacts, issues, and cost/savings with SAF/FMBOP.

A3.5.5.2. Assess impacts of proposed actions in training and determine availability of trained personnel resources.

A3.5.5.3. In conjunction with SAF/FM, ensure sufficient funding is available and programmed to carry out proposed personnel actions (permanent change of station, separation incentives, etc.).

A3.5.5.4. Recommend most cost effective forms of unit moves. Ensure any manpower impacts are included and integrated in Program Guidance.

A3.5.6. SAF/FM will:

A3.5.6.1. Ensure all appropriation managers review PCR.

A3.5.6.2. Ensure a correctly priced PCR including, but not limited to, manpower and flying hours actions.

A3.5.6.3. Ensure the proposed offsets are appropriately costed, to include Foreign Military Sales/Security Assistance impacts.

A3.5.6.4. Review PCR for financial limitations imposed by OSD, Office of Management and Budget (OMB), or the Congress.

A3.5.6.5. Help identify funding issues that may arise before the Operating Budget Review Committee (OBRC) and the Investment Budget Review Committee (IBRC).

A3.5.6.6. Ensure inclusion of command transfers during the budget year and out years (to include BOS tails) for model and non-model costs which result from PCRs processed under this instruction.

A3.5.6.7. Ensure sufficient funding is available to carry out proposed personnel actions (permanent change of station, separation incentives, etc.).

A3.5.6.8. SAF/FMB will task MAJCOM/FMA to provide D-22 exhibits for non-model command transfers.

A3.5.6.9. SAF/FML (in conjunction with SAF/LL) will coordinate on all PCRs and accomplish appropriate congressional notification.

A3.5.7. SAF/LL will:

A3.5.7.1. Coordinate (in conjunction with SAF/FML) on all PCRs and accomplish appropriate congressional notification.

A3.5.8. SAF/PA will:

A3.5.8.1. Coordinate on all PCRs that may require a public announcement.

A3.5.8.2. During the IPT process, determine if an announcement is required and if so, who will release it. If one is required:

A3.5.8.2.1. Draft a proposed announcement for inclusion in the staff package.

A3.5.8.2.2. Release the announcement after the PCR is approved. SAF/PA will normally release the announcement, but may delegate this to the requesting MAJCOM in special circumstances. If the MAJCOM is to release the announcement, state this in the proposed approval message.

A3.5.9. SAF/IE will:

A3.5.9.1. Coordinate on all PCRs for the duration of BRAC on issues relating to installations, basing, infrastructure, logistics, environment, safety, and occupational health.

A3.5.10. National Guard Bureau will:

A3.5.10.1. Coordinate all issues and requirements that pertain to the Air National Guard, and verify impacts, issues and costs for Air National Guard PCRs.

A3.5.11. HQ USAF/RE will:

A3.5.11.1. Coordinate all issues and requirements that pertain to the Air Force Reserve, and verify impacts, issues, and costs for Air Force Reserve PCRs.

A3.5.12. Other HQ USAF and SAF organizations will be involved in the coordination of PCRs on an “as needed” basis. For example, SAF/AQ will coordinate on PCRs that involve acquisition issues to ensure that details relating to system acquisition and weapon system supportability are correct. HQ USAF/SE will coordinate on PCRs that involve safety issues to ensure that proposed changes properly consider all safety-related factors. SAF/GC will coordinate on PCRs that involve legal issues and accomplish appropriate legal reviews. Organizations not mentioned in above paragraphs 5.2 through 5.11 will review PCRs when the content of the PCR makes such action appropriate.

SAMPLE – MAJCOM PCR REQUEST

RHDIAAA0669 2901513

FM HQ ACC LANGLEY AFB VA//A5//
TO RUEAHQA/HQ USAF WASHINGTON DC//A8P/A8PE/A8PC//
INFO RUEAHQA/SAF WASHINGTON DC//FM/FML/FMBP/FMBOP/LL/LLP//
RUEAHQA/HQ USAF WASHINGTON DC//A7/A7C/A2/A2X/A3O/A5R//
RHDIAAA/HQ ACC LANGLEY AFB VA//A1/A1F/A3/A3S/A3R/A3T/A3X/A4/A4R/A4Q/A4L/A4W/
A4X/A7C/A7V/A7Z/A8/A8P/A8X/FM/FMA/PA/SE//
RHWRAAA/HQ AETC RANDOLPH AFB TX//A3/A4/A5/A7/A1/FM/PA/SE/A8//
RUVAFMC/HQ AFMC WRIGHT-PATTERSON AFB OH//A4//
RHWRAAA/HQ AFPC RANDOLPH AFB TX//DPM//
RUVRAFA/HQ AFRC ROBINS AFB GA//DO/XP//
RUEAUSA/NGB WASHINGTON DC//DO/XP//
RUEOBBA/20FW SHAW AFB SC//CC/XP//
RHWRLUK/56FW LUKE AFB AZ//CC//XP//
UNCLAS

SUBJECT: ACC PROGRAM CHANGE REQUEST (PCR) 03-07 TRANSFER OF F-16 AIRCRAFT.

1. THIS IS A COORDINATED ACC/AETC PCR THAT TRANSFERS AIRCRAFT FROM 20TH FW SHAW AFB TO 56TH FW LUKE AFB. CSAF AGREED AT CORONA TOP THAT THERE WILL BE A CRITICAL SHORTAGE IN FIGHTER PILOT PRODUCTION WITHOUT THIS IMMEDIATE ACTION. ACC/A8 AND AETC/A8 AGREE TO THE TRANSFER EXACTLY AS PRESENTED IN THIS PCR. AFMC AGREES THERE ARE NO POTENTIAL SUPPORT PROBLEMS ASSOCIATED WITH THIS PCR.

2. CURRENT AND PROPOSED FORCE STRUCTURE:

A. CURRENT FORCE STRUCTURE (04 PB):

CMD	UNIT	CAT	MDS	PE	03/4	04/1	04/2	04/3
ACC	20 FW/78FS	PAA	F-16C	27133	21	-----	-----	>
ACC	20 FW/78FS	BAI	F-16C	27133	3	-----	-----	>
AETC	56 FW/21FS	PAA	F-16C	84743	17	-----	-----	>
AETC	56 FW/21FS	BAI	F-16C	84743	1	-----	-----	>

B. PROPOSED CHANGE IN FORCE STRUCTURE (PCR 03-07):

CMD	UNIT	CAT	MDS	PE	03/4	04/1	04/2	04/3
ACC	20 FW/78FS	PAA	F-16C	27133	-5	-----	-----	>
ACC	20 FW/78FS	BAI	F-16C	27133	-1	-----	-----	>
AETC	56 FW/21FS	PAA	F-16C	84743	+5	-----	-----	>
AETC	56 FW/21FS	BAI	F-16C	84743	+1	-----	-----	>

3. MANPOWER IMPACTS:

A. CURRENT MANPOWER:

CMD	UNIT	MDS	PE	OFF	ENL	CIV	TOTAL
ACC	20 FW	F-16C	27133	36	6	0	42
AETC	56 FW	F-16C	84743	28	6	0	34

B. PROPOSED CHANGE IN MANPOWER:

CMD	UNIT	MDS	PE	OFF	ENL	CIV	TOTAL
ACC	20 FW	F-16C	27133	-8	0	0	-8
AETC	56 FW	F-16C	84743	+8	0	0	+8

C. MANPOWER COST IMPACT (IN \$M) :

CMD	BASE	MDS	PE	APPN	CAT	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	3500	20101	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
AETC	LUKE	F-16C	84743	3500	20101	+2.3	+2.3	+2.3	+2.3	+2.3	+2.3

TOTAL MANPOWER COST IMPACT 0 0 0 0 0 0

NOTE: MANPOWER ADJUSTMENTS HAVE BEEN COORDINATED WITH HQ USAF/A1M. MANPOWER COSTS WERE PROVIDED BY SAF/FMBOP.

PCS COSTS: THIS PCR PROPOSES TO MOVE MANPOWER SLOTS, NOT PERSONNEL, AND THEREFORE THE PCR DOES NOT INCUR ANY PCS COSTS. PERSONNEL WILL FILL THE APPROPRIATE MANPOWER SLOTS THROUGH NORMAL PCS ROTATIONS.

4. FLYING HOUR IMPACTS:

A. CURRENT FLYING HOURS

CMD	BASE	MDS	PE	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	8640	8640	8640	8640	8640	8640
AETC	LUKE	F-16C	84743	8640	8640	8640	8640	8640	8640

B. PROPOSED CHANGE IN FLYING HOURS

CMD	BASE	MDS	PE	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	-720	-720	-720	-720	-720	-720
AETC	LUKE	F-16C	84743	+720	+720	+720	+720	+720	+720

C. DOLLAR IMPACT (IN \$M):

CMD	BASE	MDS	PE	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5
AETC	LUKE	F-16C	84743	+2.5	+2.5	+2.5	+2.5	+2.5	+2.5
TOTAL FLYING HOURS IMPACT				0	0	0	0	0	0

5. MILCON IMPACTS: TRANSFER OF AIRCRAFT WILL REQUIRE A MILCON PROJECT TO ENLARGE CURRENT SQUADRON BUILDING AT LUKE. OFFSET WILL BE TAKEN FROM PROPOSED MILCON AT SHAW THAT IS NOW UNNECESSARY DUE TO AIRCRAFT TRANSFER.

CMD	BASE	MDS	PE	APPN	CAT	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	3300	30104	-0.8	0	0	0	0	0
AETC	LUKE	F-16C	84743	3300	30100	+0.8	0	0	0	0	0
TOTAL MILCON IMPACT						0	0	0	0	0	0

6. OPERATIONS AND MAINTENANCE COST IMPACT IN \$M:

CMD	BASE	MDS	PE	APPN	CAT	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	3400	20101	-0.5	-0.5	-0.5	-0.5	-0.5	-0.5
AETC	LUKE	F-16C	84743	3400	20101	+0.5	+0.5	+0.5	+0.5	+0.5	+0.5
TOTAL O&M IMPACT						0	0	0	0	0	0

PCR TOTAL COSTS 0 0 0 0 0 0

NOTE: THIS PCR PROPOSES A ONE-FOR-ONE EXCHANGE OF FUNDS BETWEEN ACC AND AETC. THE PCR ZERO BALANCES. ACC/FM AND AETC/FM AGREE THAT ALL BUDGETARY FIGURES ARE SUFFICIENTLY ACCURATE TO REFLECT FUNDS TO BE TRANSFERRED, AND THAT THIS ACTION WILL NOT DRIVE A BILL TO THE AIR FORCE IN ANY YEAR. WE UNDERSTAND THE EXACT AMOUNTS WILL DEPEND ON APPLICABLE FUNDING FACTORS WHEN HAF FM DOES THE FINAL COSTING DURING THE HAF STAFFING PROCESS.

7. ACC/A8 HAS INITIATED THE ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP), AND EXPECTS A FINDING OF NO SIGNIFICANT IMPACT. EIAP SHOULD BE COMPLETE BY 31 OCT 03. AN APPROVED AF FORM 813, REQUEST FOR ENVIRONMENTAL IMPACT ANALYSIS, WILL BE FORWARDED UNDER SEPARATE COVER.

8. ACC RECOMMENDS THAT SAF/PA RELEASE A PUBLIC ANNOUNCEMENT UPON APPROVAL OF THIS PCR, AND THAT SAF/LLP NOTIFY THE AFFECTED MEMBERS.

9. HQ ACC POC FOR THIS PCR IS MAJ GLENN "SAMMY" SAMUELSON, DSN 574-4586. HQ AETC POC FOR THIS PCR IS MAJ JOE SMITH, DSN 597-1965.

Attachment 5

SAMPLE PCR MESSAGE E-MAIL ATTACHMENT

ROUTINE A8XX

RHDIAAA0669 2901513

E-MAIL ATTACHMENT 17 OCT 03

FM HQ ACC LANGLEY AFB VA//A5//

TO RUEAHQA/HQ USAF WASHINGTON DC//A8P/A8PE/A8PC//

INFO RUEAHQA/SAF WASHINGTON DC//FM/FML/FMBP/FMBOP/LL/LLP//

RUEAHQA/HQ USAF WASHINGTON DC//A7/A7C/A2/A2X/A3O/A5R//

RHDIAAA/HQ ACC LANGLEY AFB VA//A1/A1F/A3/A3S/A3R/A3T/A3X/A4/A4R/A4Q/A4L/A4W/

A4X/A7C/A7V/A7Z/A8/A8P/A8X/FM/FMA/PA/SE//

RHWRAAA/HQ AETC RANDOLPH AFB TX//A3/A4/A5/A7/A1/FM/PA/SE/A8//

RUVAFMC/HQ AFMC WRIGHT-PATTERSON AFB OH//A4//

RHWRAAA/HQ AFPC RANDOLPH AFB TX//DPM//

RUVRAFA/HQ AFRC ROBINS AFB GA//DO/XP//

RUEAUSA/NGB WASHINGTON DC//DO/XP//

RUEOBBA/20FW SHAW AFB SC//CC/XP//

RHWRLUK/56FW LUKE AFB AZ//CC//XP//

UNCLAS

SUBJECT: ACC PROGRAM CHANGE REQUEST (PCR) 03-07 TRANSFER OF F-16 AIRCRAFT.

1. THIS IS A COORDINATED ACC/AETC PCR THAT TRANSFERS AIRCRAFT FROM 20TH FW SHAW AFB TO 56TH FW LUKE AFB. CSAF AGREED AT CORONA TOP THAT THERE WILL BE A CRITICAL SHORTAGE IN FIGHTER PILOT PRODUCTION WITHOUT THIS IMMEDIATE ACTION. ACC/A8 AND AETC/A8 AGREE TO THE TRANSFER EXACTLY AS PRESENTED IN THIS PCR. AFMC AGREES THERE ARE NO POTENTIAL SUPPORT PROBLEMS ASSOCIATED WITH THIS PCR.

2. CURRENT AND PROPOSED FORCE STRUCTURE:

A. CURRENT FORCE STRUCTURE (04 PB):

CMD	UNIT	CAT	MDS	PE	03/4	04/1	04/2	04/3
ACC	20 FW/78FS	PAA	F-16C	27133	21	-----	-----	----->
ACC	20 FW/78FS	BAI	F-16C	27133	3	-----	-----	----->
AETC	56 FW/21FS	PAA	F-16C	84743	17	-----	-----	----->
AETC	56 FW/21FS	BAI	F-16C	84743	1	-----	-----	----->

B. PROPOSED CHANGE IN FORCE STRUCTURE (PCR 03-07):

CMD	UNIT	CAT	MDS	PE	03/4	04/1	04/2	04/3
ACC	20 FW/78FS	PAA	F-16C	27133	-5	-----	-----	----->
ACC	20 FW/78FS	BAI	F-16C	27133	-1	-----	-----	----->
AETC	56 FW/21FS	PAA	F-16C	84743	+5	-----	-----	----->
AETC	56 FW/21FS	BAI	F-16C	84743	+1	-----	-----	----->

3. MANPOWER IMPACTS:

A. CURRENT MANPOWER:

CMD	UNIT	MDS	PE	OFF	ENL	CIV	TOTAL
ACC	20 FW	F-16C	27133	36	6	0	42
AETC	56 FW	F-16C	84743	28	6	0	34

B. PROPOSED CHANGE IN MANPOWER:

CMD	UNIT	MDS	PE	OFF	ENL	CIV	TOTAL
ACC	20 FW	F-16C	27133	-8	0	0	-8
AETC	56 FW	F-16C	84743	+8	0	0	+8

C. MANPOWER COST IMPACT (IN \$M):

CMD	BASE	MDS	PE	APPN	CAT	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	3500	20101	-2.3	-2.3	-2.3	-2.3	-2.3	-2.3
AETC	LUKE	F-16C	84743	3500	20101	+2.3	+2.3	+2.3	+2.3	+2.3	+2.3
TOTAL MANPOWER COST IMPACT						0	0	0	0	0	0

NOTE: MANPOWER ADJUSTMENTS HAVE BEEN COORDINATED WITH HQ USAF/A1M. MANPOWER COSTS WERE PROVIDED BY SAF/FMBOP.

PCS COSTS: THIS PCR PROPOSES TO MOVE MANPOWER SLOTS, NOT PERSONNEL, AND THEREFORE THE PCR DOES NOT INCUR ANY PCS COSTS. PERSONNEL WILL FILL THE APPROPRIATE MANPOWER SLOTS THROUGH NORMAL PCS ROTATIONS.

4. FLYING HOUR IMPACTS:

A. CURRENT FLYING HOURS

CMD	BASE	MDS	PE	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	8640	8640	8640	8640	8640	8640
AETC	LUKE	F-16C	84743	8640	8640	8640	8640	8640	8640

B. PROPOSED CHANGE IN FLYING HOURS

CMD	BASE	MDS	PE	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	-720	-720	-720	-720	-720	-720
AETC	LUKE	F-16C	84743	+720	+720	+720	+720	+720	+720

C. DOLLAR IMPACT (IN \$M):

CMD	BASE	MDS	PE	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	-2.5	-2.5	-2.5	-2.5	-2.5	-2.5
AETC	LUKE	F-16C	84743	+2.5	+2.5	+2.5	+2.5	+2.5	+2.5
TOTAL FLYING HOURS IMPACT				0	0	0	0	0	0

5. MILCON IMPACTS: TRANSFER OF AIRCRAFT WILL REQUIRE A MILCON PROJECT TO ENLARGE CURRENT SQUADRON BUILDING AT LUKE. OFFSET WILL BE TAKEN FROM PROPOSED MILCON AT SHAW THAT IS NOW UNNECESSARY DUE TO AIRCRAFT TRANSFER.

CMD	BASE	MDS	PE	APPN	CAT	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	3300	30104	-0.8	0	0	0	0	0
AETC	LUKE	F-16C	84743	3300	30100	+0.8	0	0	0	0	0
TOTAL MILCON IMPACT						0	0	0	0	0	0

6. OPERATIONS AND MAINTENANCE COST IMPACT IN \$M:

CMD	BASE	MDS	PE	APPN	CAT	FY04	FY05	FY06	FY07	FY08	FY09
ACC	SHAW	F-16C	27133	3400	20101	-0.5	-0.5	-0.5	-0.5	-0.5	-0.5
AETC	LUKE	F-16C	84743	3400	20101	+0.5	+0.5	+0.5	+0.5	+0.5	+0.5
TOTAL O&M IMPACT						0	0	0	0	0	0

PCR TOTAL COSTS						0	0	0	0	0	0
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NOTE: THIS PCR PROPOSES A ONE-FOR-ONE EXCHANGE OF FUNDS BETWEEN ACC AND AETC. THE PCR ZERO BALANCES. ACC/FM AND AETC/FM AGREE THAT ALL BUDGETARY FIGURES ARE SUFFICIENTLY ACCURATE TO REFLECT FUNDS TO BE TRANSFERRED, AND THAT THIS ACTION WILL NOT DRIVE A BILL TO THE AIR FORCE IN ANY YEAR. WE UNDERSTAND THE EXACT AMOUNTS WILL DEPEND ON APPLICABLE FUNDING FACTORS WHEN HAF FM DOES THE FINAL COSTING DURING THE HAF STAFFING PROCESS.

7. ACC/A8 HAS INITIATED THE ENVIRONMENTAL IMPACT ANALYSIS PROCESS, AND EXPECTS A FINDING OF NO SIGNIFICANT IMPACT. EIAP SHOULD BE COMPLETE BY 31 OCT 03. AN APPROVED AF FORM 813, REQUEST FOR ENVIRONMENTAL IMPACT ANALYSIS, WILL BE FORWARDED UNDER SEPARATE COVER.

8. ACC RECOMMENDS THAT SAF/PA RELEASE A PUBLIC ANNOUNCEMENT UPON APPROVAL OF THIS PCR, AND THAT SAF/LLP NOTIFY THE AFFECTED MEMBERS.

9. HQ ACC POC FOR THIS PCR IS MAJ GLENN "SAMMY" SAMUELSON, DSN 574-4586. HQ AETC POC FOR THIS PCR IS MAJ JOE SMITH, DSN 597-1965.

Attachment 6

SAMPLE MAJCOM PCR MESSAGE E-MAIL

From: Samuelson, Glenn, Maj
Sent: 17 October 2003
To: AF/A8P.workflow@pentagon.af.mil; AF/A8PE.workflow@pentagon.af.mil;
AF/A8PC.workflow@pentagon.af.mil

CC: SAF/FM.workflow@pentagon.af.mil; SAF/FML.workflow@pentagon.af.mil;
SAF/FMBP.workflow@pentagon.af.mil; SAF/FMBOP.workflow@pentagon.af.mil;
SAF/LL.workflow@pentagon.af.mil; SAF/LLP.workflow@pentagon.af.mil;
AF/A4/7.workflow@pentagon.af.mil; AF/A7E.workflow@pentagon.af.mil;
AF/A2.workflow@pentagon.af.mil; SAF/XC.workflow@pentagon.af.mil;
SCATS.A3O@pentagon.af.mil; SCATS.A5R@pentagon.af.mil;

erin.kidder@aetc.randolph.af.mil; iris.mateo@aetc.randolph.af.mil; anita.vo@aetc.randolph.af.mil;
joe.neary@aetc.randolph.af.mil; sean.frost@aetc.randolph.af.mil; don.jett@aetc.randolph.af.mil;
terry.booth@aetc.randolph.af.mil; karen.watson@aetc.randolph.af.mil;
tina.smith@aetc.randolph.af.mil; bill.smith@wpafb.af.mil; kurt.botta@afpc.randolph.af.mil;
dave.williams@afrc.af.mil; brian.owens@afrc.af.mil; melanie.jones@ang.af.mil;
alan.cone@ang.af.mil; gary.williams@randolph.af.mil; glenda.montano@randolph.af.mil;
kathy.rogers@shaw.af.mil; george.taylor@shaw.af.mil; julie.rivard@shaw.af.mil;
joseph.mcvey@shaw.af.mil; larry.jackson@luke.af.mil; theresa.majors@luke.af.mil;

Subject: ACC PCR 03-07

Attached is ACC PCR 03-07 concerning the proposed transfer of F-16 aircraft from Shaw to Luke. It was released by HQ ACC/A8, Gen Smith.

Note: This is an example of an e-mail to which a PCR would be attached. Follow these guidelines when using this method to submit a PCR:

- 1. Send the e-mail to exactly the same commands/offices that are on the addressee list on the message itself (see next page). If the office has a Workflow or SCATS inbox, use that. If not, send it to the office's Executive Officer. The sender must determine which is appropriate for each addressee, and must determine and verify the e-mail address for each addressee. All HAF Workflow and SCATS inboxes used in this example are correct as of this writing. Other addresses shown are representative and only for example purposes. Individual names are imaginary.*
- 2. Do not put the PCR in the body of the e-mail itself, since text formatting is often lost when doing so. Make the PCR an attachment instead (see Attachment 5).*
- 3. Make the attachment a stand-alone PCR, to include all addressee information.*
- 4. Do not submit an official PCR unless it has been released by the appropriate authority.*
- 5. When e-mailing a "working draft" PCR to the HAF AO for coord, mark the PCR "DRAFT".*
- 6. Note Classification – SEE CLASSIFICATION GUIDANCE, para 13.*

Attachment 7

PROGRAM ELEMENTS

A7.1. Creating or Changing Program Elements.

A7.1.1. To create or change PEs, send requests to appropriate Air Staff Panel. The Air Staff Panel submits the request into the current/processing database and coordinates with HQ USAF/A8PE. HQ USAF/A8PE coordinates with the Secretariat, and then submits the request to the Office of the Under Secretary of Defense (Comptroller) and the Director, Program Analysis and Evaluation, for approval. The Air Staff Panel will submit the Air Force Program (AFP) request via the current PE database. HQ USAF/A8PE will confirm AFP request with Panel Chair. Once the request is approved, HQ USAF/A8PE will notify Panel and ensure the AFP is added to appropriate databases. When submitting a request, be sure to include the following information:

A7.1.2. State whether the request is to create a new PE, or to change an existing PE.

A7.1.3. State the title of the PE.

A7.1.4. State justification for why this PE is needed, or why it should be modified. Include a recommendation for panel assignment.

A7.1.5. PE Description.

A7.1.6. The action officer's name, office, and telephone number.

A7.1.7. State the AFP code. If the AFP does not exist submit an AFP Request Form (attachment 8) along with PE request to the Air Staff Panel.

A7.2. Air Force Programs (AFP).

A7.2.1. AFP is a time phased set of resources that supports the activities that operate, modify, sustain or acquire weapon or support systems, or relate to the functions that supports the infrastructure needed to operate, maintain and acquire forces, and acquire and train personnel. The resources include dollars, forces and manpower.

NOTE: AFPs are only for internal AF deliberative processes.

A7.2.2. An AFP consists of a six-digit program code, title, and description in the F&FP system of the ABIDES database tables and in the AF FSMS. The main purpose of the code is to provide programmatic insight into the F&FP database. In addition, the coding structure facilitates rapid viewing of groupings that cut across programs, program elements, and Panels. Examples of these cross-cutters are Depot Purchase Equipment Maintenance (DPEM), Aerospace Vehicle Petroleum (AVPOL), Military and Civilian Pay, and Military Construction. No program code will be created without identifying dollars to support it.

A7.2.3. Administration of AFP: HQ USAF/A8PE shall review all AFP additions, deletions, and changes.

A7.2.4. Process for Creating or Changing AFPs:

A7.2.4.1. The Panel must receive authorization from Panel Chair before submitting AFP code within current database for approval.

A7.2.4.2. The request should state the definition and justification for the AFP.

A7.2.4.3. State the current program you are moving dollars from only when applicable.

A7.2.4.4. State the PE and Appropriation (Appn) associated with the proposed program.

A7.2.4.5. Coordinate with Appn Mgr(s), Program Element Monitor(s) and MAJCOM(s).

A7.2.4.6. Panel must submit a Zero Balance Transfer (ZBT) with a temporary AFP code, when appropriate.

A7.2.4.7. The Panel will propose an AFP Group and AFP Roll-up code when required.

A7.2.5. AF/A8PE will confirm AFP request with Panel Chair. Once the request is approved, AF/A8PE will notify Panel and ensure the AFP is added to appropriate databases.

Attachment 8

AIR FORCE PROGRAM (AFP) REQUEST TO AIR STAFF PANEL

Date of Request: 15-Feb-05

AF Panel Name: Communications and Information

AFP Name: Information Assurance Support

AFP Group: INFOSEC

AFP Rollup: Counter Info

PE Number: 33140F

APPNS: Forces:	01(PAA)	02 (Buy Quantity)	03 (Flying Hours)	04 (PAI)
Manpower:	05 (Active)	06 (Guard)	07 (Reserve)	
Dollars:	10	14	X 16	24
	X 28	X 30	32	50
	51	52	54	55
	56	60	61	A1
	35	37	39	

AFP Definition: Identifies funding targeted for Air Force IA and Info Protect efforts. Specifically, those 3400 and 3080 dollars providing IA training and awareness, and information protect functions contributing the Air Force's overall IA posture

AFP Justification: Facilitates programming visibility and identification of resources that provide IA support functions

Attachment 9

TIMELINE FOR DEVELOPMENT AND PROGRAMMING
FOR
EDUCATION AND TRAINING (E&T) FRAMEWORK

PHASE	ORGANIZATION	TASK	DUE DATE*	PROCESS NOTES
Requirements Generation	AF/A3O, AF/A1P	E&T requirements data call to all user MAJCOMs	Dec – Feb	AF/A3OT and AF/A1PT release call for training and education requirements from user commands.
	MAJCOMs	Provide Flying Training, Technical Training, and Education requirements	15-Feb	User commands respond with E&T requirements (unconstrained).
	AF/A3O, AF/A1P	Compile and validate MAJCOM inputs	Feb – Mar	MAJCOM and AF Functional inputs are combined with accession requirements (AF/A1PT), and various other data points (AFPC, AF Education Requirements Board (AFERB)) to develop overall quantitative E&T requirements. Total AF requirements are validated by AF/A3OT and AF/A1PT program managers, and in some cases AF Career Field Managers (CFMs).
	AF/A3O, AF/A1P	Issue planning Program Requirements Documents (PRDs) and Program Guidance Letters (PGLs) to training commands	8-Apr	Still unconstrained, requirements are documented in planning PRDs and PGLs for use in development of cost and capacity analysis. Draft guidance is released to training commands.
Requirements and Pricing Review	Training Commands	Prepare Capacity and Resource Analysis (CRA)	8-May	Training commands review unconstrained requirements to determine what production can be completed within current E&T mission areas, whether certain missions can be downsized due to lowered requirements, or identify resource requirements for added mission.
	Training Commands	Produce shortfall report	8-Jun	Training commands produce reports to detail reduced, additive, and/or balanced resource requirements (force structure, flying hours, facilities, and student load) to meet PRDs/PGLs, and submit to AF/A3OT and AF/A1PT.
	AF/A3O, AF/A1P	Brief PRDs/PGLs shortfalls and changes to AFCS	8-Jul	AF/A3OT and AF/A1PT develop and present briefings to the AFCS providing detail of reduced, sustained, and additive requirements to E&T mission areas. This informational briefing will highlight potential resource implications that may have impact to upcoming programming activities. The AFCS provides scrutiny and clarification for presented requirements. Redirection is provided as appropriate.

	AF/A3O, AF/A1P	Issue revised planning PRDs / PGLs for Flying Training, Technical Training, and Education to training commands	15-Jul	Based on guidance from the AFCS, revised constrained requirements are documented in planning PRDs / PGLs and delivered to training commands for final costing development.
	AETC	AETC corporately reviews requirements	15-Oct	AETC conducts MAJCOM-level Group, Board and Council to ultimately gain AETC/CC approval of E&T issues being submitted for Air Force program consideration. (Note: Training commands, other than AETC, who provide products to external customers will follow like procedures for developing E&T issues to be considered in the AF programming exercise.)
	AF/A3O, AF/A1P, AETC/A8P	Brief requirements and resources to MAJCOMs	1-Nov	MAJCOM programmers are called to a conference where AF/A3OT and AF/A1PT brief AFCS validated E&T requirements, and AETC briefs resource implications (along with other training commands, as necessary). Supporting documentation is provided to MAJCOMs for their review / action.
	MAJCOMs	Vote on E&T resourcing	16-Nov	Based on E&T requirements, MAJCOMs gain their commander's position on all presented issues. MAJCOM positions are then presented during the Worldwide Planners and Programmers Conference, and a funding strategy is developed to be part of the programming withhold (proportionate to customer MAJCOMs). Conflicting MAJCOM positions are discussed and resolved to the extent possible (AF/A8P works with MAJCOM A8s to develop final position).
APPG Finalization and POM Prep	AF/A8PE	Brief AFG on proposed withhold	5-Dec	E&T funding strategy is presented as part of the overall withhold. The proposed withhold is presented to the AF Group for consideration / approval.
	AF/A8P(D)	Brief AFB on proposed withhold	8-Dec	The AF Board reviews the proposed withhold and develops recommendation for the AF Council.
	AF/A8P	Brief AFC on proposed withhold	13-Dec	The AF Council reviews and approves the programming withhold.
	AF/A8PE	Insert withhold amounts in APPG	16-Dec	E&T issues approved to be part of the AF withhold are presented in the Air Force Planning and Programming Guidance (APPG). Formulas used to develop the withhold, and how it is apportioned to user MAJCOMs, is also documented.
	AF/A8P	Final APPG to the field	30-Dec	MAJCOMs develop offsets to pay for E&T bills included in the APPG withhold.
	AETC	Provide data to MAJCOMs for new E&T bills not covered in the APPG Withhold	15-Mar	AETC/A8 develops detail and costing package for E&T bills that are new to the programming exercise since the Worldwide Planners and Programmers Conference. Package sent to all MAJCOM/A8s with potential cost breakout consistent with APPG withhold formulas.

	MAJCOMs	Submit POM to AFCS	30-Apr	AETC submits E&T disconnects, without associated offsets, to Air Staff. AETC also submits any offsets resulting from reduced E&T requirements, if not already accounted for in requirements / withhold development. All MAJCOMs submit their POM to Air Staff, which includes offsets for E&T bills (withhold). New E&T issues submitted in the AETC POM are presented without offset to the AFCS along with announcement documentation (detailed in previous step). In these cases, the AFCS determines the most appropriate course of action (such as approval, disapproval, deferral, approval pending customer MAJCOM(s) support, etc.).
	AF/A3O, AF/A1P	Publish final PGLs and PRDs	30-Jun	Based on AFCS approval of E&T requirements, AF/A3OT and A1PT develop/publish final PGLs and PRDs, and release to training commands.

*NOTE: DUE DATE is for planning purposes. AF/A8 will set and publish actual due dates, if they vary from the dates published in this Attachment.

Attachment 10 (Added-AFISRA)**AFISRA CIVIL ENGINEER AND FACILITIES PANEL (CHARTER)**

A10.1. (AFISRA) Purpose: The Civil Engineer and Facilities Panel is to provide AFISRA/A4/7 the information necessary to make informed recommendations to the AFISRA Group, Board, and Council. This charter identifies primary Civil Engineer and Facilities Panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A10.2. (AFISRA) Scope: Facilities and infrastructure occupied by AFISRA personnel and mission systems enable timely and reliable accomplishment of AFISRA missions. AFISRA/A7CP develops/advocates plans, programs, budgets and executes funding to sustain, restore, and modernize facilities and infrastructure directly supporting mission accomplishment. Civil Engineer and Facilities Panel provides the avenue for elevating project priority issues to AFISRA's Group, Board, and the Council when they require previously unallocated Agency funding or there is a non-consensus of major organizations. This charter complements the efforts of other working groups and decision-making bodies within the scope of AFI16-501_AFISRASUP.

A10.3. (AFISRA) Approving Authority:

A10.3.1. **(AFISRA)** AFISRA Sup 1, to AFI 16-501, Operations Support, Control and Documentation of AF Programs.

A10.3.2. **(AFISRA)** Directorate of Logistics, Installations, and Mission Support (AFISRA/A4/7).

A10.3.3. **(AFISRA)** AFISRA Director of Staff (AFISRA/DS).

A10.4. (AFISRA) Administration: The Chief, A7C (Civil Engineer Division), serves as the Chair, Civil Engineer and Facilities Panel. Action officers within AFISRA/A7C are responsible for meeting administration, scheduling/notification, publication of agendas and minutes, and coordinating participation in the Civil Engineer and Facilities Panel. The Chair, Civil Engineer and Facilities Panel, will be the approving authority for the release of Civil Engineer and Facilities Panel documents. Meetings will be scheduled and held in advance of higher echelon resource/requirement decision activities. The Civil Engineer and Facilities Panel charter will be reviewed and updated on a biannual basis by the Chief, Civil Engineer (A7C).

A10.5. (AFISRA) Objectives: The Civil Engineer and Facilities Panel supports the AFISRA/A4/7 in providing value-added recommendations to AFISRA leadership. Civil Engineer and Facilities Panel objectives will conform to the strategic vision and direction of the Commander, AFISRA:

A10.5.1. **(AFISRA)** Support the SECDEF's Planning Guidance, the DCI's Strategic Imperatives, National Security Agency, Defense Intelligence Agency, National Geospatial Intelligence Agency and Air Force directives and instructions.

A10.5.2. **(AFISRA)** Sustain and improve AFISRA's baseline intelligence operations capabilities across the spectrum of investment throughout the AFISRA world-wide enterprise.

A10.5.3. (AFISRA) Identify new operational opportunities.

A10.5.4. (AFISRA) Evaluate and prioritize new intelligence operations capabilities.

A10.5.5. (AFISRA) Understand operations-related support issues.

A10.5.6. (AFISRA) Sustain baseline intelligence operations capabilities world-wide.

A10.5.7. (AFISRA) Recommend courses of action for new initiatives, disconnects and offsets.

A10.6. (AFISRA) Membership: As tasked by the AFISRA/A4/7, the following organizations will identify a primary and alternate Civil Engineer and Facilities Panel member. Only one member needs to attend any given meeting.

A10.6.1. (AFISRA) Primary:

A10.6.1.1. (AFISRA) NASIC

A10.6.1.2. (AFISRA) AFTAC

A10.6.1.3. (AFISRA) 70 ISRW

A10.6.1.4. (AFISRA) 480 ISRW

A10.6.1.5. (AFISRA) 361 ISRG

A10.6.1.6. (AFISRA) 55 WG

A10.6.1.7. (AFISRA) A6

A10.6.1.8. (AFISRA) 668 ALIS

A10.6.2. (AFISRA) Advisors: Individuals who are integral to the Civil Engineer and Facilities Panel process:

A10.6.2.1. (AFISRA) NSA/I&L

A10.6.2.2. (AFISRA) Other AFISRA Directorate representatives (A1, A2, A3, A5/8/9, FM, SO, SE).

A10.6.3. (AFISRA) Other Panel attendees: With few exceptions, the Civil Engineer and Facilities Panel meeting forum is open to properly cleared personnel. Seating is available on a limited basis, based on the size of the specific conference room. Please contact Civil Engineer and Facilities Panel Secretariat (A7C) in advance of meetings for attendance information.

A10.7. (AFISRA) Roles and Responsibilities:

A10.7.1. (AFISRA) The Chairperson will:

A10.7.1.1. (AFISRA) Provide overall guidance and direction to Civil Engineer and Facilities Panel members.

A10.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the Civil Engineer and Facilities panel Charter.

A10.7.1.3. **(AFISRA)** Hold meetings prior to AFISRA Panel activities to properly consider operations and operations-related issues in advance of AFISRA/A4/7 recommendations to the AFISRA Group, Board and Council.

A10.7.1.4. **(AFISRA)** Ensure requirements are submitted IAW AFI 32-1032.

A10.7.1.5. **(AFISRA)** Approve Civil Engineer and Facilities Panel correspondence.

A10.7.1.6. **(AFISRA)** Oversee Civil Engineer and Facilities Panel administration activities.

A10.7.2. **(AFISRA)** Members will:

A10.7.2.1. **(AFISRA)** Attend Civil Engineer and Facilities Panel meetings, provide feedback to their respective management chains, and provide status updates to A7C for open action items as determined by the Chair.

A10.7.2.2. **(AFISRA)** Represent operations from the perspective of their particular division.

A10.7.2.3. **(AFISRA)** Review the read-ahead information, present issues and information as necessary.

A10.7.2.4. **(AFISRA)** Participate in the construction of draft prioritized operations requirements and capabilities lists for further consideration and refinement.

A10.7.2.5. **(AFISRA)** Review meeting minutes and action items to ensure accuracy.

A10.7.3. **(AFISRA)** The A7C staff members serve as Civil Engineer and Facilities Panel secretariat ensuring meeting minutes and action items are accurately documented and distributed; publish/post agendas at least one work day prior to meetings; monitor the status of Civil Engineer and Facilities Panel open items; coordinate special presentations to the Civil Engineer and Facilities Panel.

A10.8. (AFISRA) Summary of Changes: This charter establishes HQ AFISRA Civil Engineer and Facilities Panel as part of the Agency corporate process. The charter enumerates the purposes, scope, membership, and basic operating guidelines for the Civil Engineer and Facilities Panel.

Attachment 11 (Added-AFISRA)**AFISRA CIVILIAN COST MANAGEMENT PANEL (CHARTER)**

A11.1. (AFISRA) Purpose: The Civilian Cost Management Panel is to provide AFISRA/A1K and FMA the information necessary to make informed recommendations to the AFISRA Group, the Board, and to the Commander, AFISRA. This charter identifies primary Civilian Cost Management panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A11.2. (AFISRA) Scope: AFI 36-502, *Managing Civilian Personnel Resources*, establishes the requirement for a corporate group—to include civilian personnel, financial management, and manpower representatives—to ensure civilian resources are used most efficiently and effectively. The Civilian Cost Management Panel reviews the agency-wide civilian funding analysis and recommendations provided by AFISRA/FMA; and validates the recommended civilian pay distribution to HQ AFISRA and the Centers/Wings. This charter complements the efforts of other decision-making bodies within the scope of AFI16-501_AFISRASUP.

A11.3. (AFISRA) Approving Authorities:

A11.3.1. (AFISRA) AFISRA Director of Manpower and Personnel.

A11.3.2. (AFISRA) AFISRA Director of Staff (AFISRA/DS).

A11.4. (AFISRA) Administration: The Chief, A1K (Personnel Division, Directorate of Manpower and Personnel), serves as Chair of the Civilian Cost Management Panel. Action officers within A1K are responsible for meeting administration, scheduling/notification, publication of agendas and minutes, and participation in the Civilian Cost Management Panel where their expertise warrants. The Chair, Civilian Cost Management Panel, will be the approving authority for the release of Civilian Cost Management Panel documents. Meetings will be scheduled and held in advance of higher echelon resource/requirement decision activities. The Civilian Cost Management Panel charter will be reviewed and updated on an annual basis by the Chief, Personnel Division (A1K).

A11.5. (AFISRA) Objectives: The Civilian Cost Management Panel supports the AFISRA/A1 in providing value-added recommendations to AFISRA leadership. Civilian Cost Management Panel objectives will conform to the strategic vision and direction of the Commander, AFISRA:

A11.5.1. (AFISRA) Support the SECDEF's Planning Guidance, the DCI's Strategic Imperatives, National Security Agency, Defense Intelligence Agency, National Geospatial Intelligence Agency and Air Force directives and instructions.

A11.5.2. (AFISRA) Sustain and improve AFISRA's baseline intelligence operations capabilities across the spectrum of investment throughout the AFISRA world-wide enterprise.

A11.5.3. (AFISRA) Identify new operational opportunities.

A11.5.4. (AFISRA) Evaluate and prioritize new intelligence operations capabilities.

A11.5.5. (AFISRA) Understand operations-related support issues.

A11.5.6. (AFISRA) Sustain baseline intelligence operations capabilities world-wide.

A11.5.7. (AFISRA) Recommend courses of action for new initiatives, disconnects and offsets.

A11.6. (AFISRA) Membership: As tasked by the AFISRA/A1K, the following divisions will identify a primary and alternate Civilian Cost Management Panel member. Only one member needs to attend any given meeting.

A11.6.1. (AFISRA) Primary:

A11.6.1.1. (AFISRA) A1M.

A11.6.1.2. (AFISRA) FMA.

A11.6.1.3. (AFISRA) JA.

A11.6.2. (AFISRA) Advisors: Individuals who are integral to the Civilian Cost Management Panel process are based on issues before the group.

A11.6.3. (AFISRA) Other Panel attendees: With few exceptions, the Civilian Cost Management Panel meeting forum is open to properly cleared personnel. Seating is available on a limited basis, based on the size of the specific conference room. Please contact Civilian Cost Management Panel Secretariat (A1K) in advance of meetings for attendance information.

A11.7. (AFISRA) Roles and Responsibilities:

A11.7.1. (AFISRA) The Chairperson will:

A11.7.1.1. (AFISRA) Provide overall guidance and direction to Civilian Cost Management Panel members.

A11.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the Civilian Cost Management Panel Charter.

A11.7.1.3. (AFISRA) Hold meetings prior to AFISRA Panel activities to properly consider operations and operations-related issues in advance of AFISRA/A1K recommendations to the AFISRA Group, Board and Council.

A11.7.1.4. (AFISRA) Approve Civilian Cost Management Panel correspondence.

A11.7.1.5. (AFISRA) Oversee Civilian Cost Management Panel administration activities.

A11.7.2. (AFISRA) Members will:

A11.7.2.1. (AFISRA) Attend Civilian Cost Management Panel meetings, provide feedback to their respective management chains, and provide status updates to A1K for open action items as determined by the Chair.

A11.7.2.2. (AFISRA) Represent operations from the perspective of their particular division.

A11.7.2.3. (AFISRA) Review the read-ahead information, present issues and information as necessary.

A11.7.2.4. (AFISRA) Participate in funding analysis and development of recommendations for effective management of civilian resources.

A11.7.2.5. **(AFISRA)** Participates in development of policies/procedures for Agency-wide civilian resource management (such as the performance awards program, PCS funding for employees in the Agency's leadership development program, and other programs funded through the civilian pay account.).

A11.7.2.6. **(AFISRA)** Review meeting minutes and action items to ensure accuracy.

A11.7.3. **(AFISRA)** The A1K staff members serve as Civilian Cost Management Panel secretariat ensuring meeting minutes and action items are accurately documented and distributed; publish/post agendas at least one work day prior to meetings; monitor the status of Civilian Cost Management Panel open items; coordinate special presentations to the Civilian Cost Management Panel.

A11.8. (AFISRA) Summary of Changes: This charter establishes HQ AFISRA Civilian Cost Management Panel as part of the Agency corporate process. The charter enumerates the purposes, scope, membership, and basic operating guidelines for the Civilian Cost Management Panel.

Attachment 12 (Added-AFISRA)**AFISRA COMMUNICATIONS AND INFORMATION PANEL (CHARTER)**

A12.1. (AFISRA) Purpose: The Communications and Information (C&I) Panel provides the AFISRA/A6 the information necessary to make informed recommendations to the AFISRA Group, the Board, and to the Commander, AFISRA. This charter identifies primary Communications and Information Panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A12.2. (AFISRA) Scope: The Communications and Information Panel decisions affect agency-wide information Technology (IT) standards, guidance, oversight and investment recommendations. This charter complements the efforts of other working groups and decision-making bodies within the scope of AF ISR Supplement 1 to AF Instruction 16-501.

A12.3. (AFISRA) Approving Authorities: The C&I Panel authorities reside within the authorities of:

A12.3.1. (AFISRA) AFISRA Sup 1, to AFI 16-501, Operations Support, Control and Documentation of AF Programs.

A12.3.2. (AFISRA) AF Service Cryptologic Element/Chief Information Officer (AF SCE/CIO).

A12.3.3. (AFISRA) Directorate of Communications.

A12.3.4. (AFISRA) AFISRA Director of Staff (AFISRA/DS).

A12.4. (AFISRA) Administration: The Chief, A6X, Plans and Resources Division, serves as the Chair of the Communications and Information Panel. Action officers within A6 are responsible for meeting administration, scheduling/notification, publication of agendas and minutes, and participation in the Communications and Information Panel where their expertise warrants. The Chair, Communications and Information Panel, will be the approving authority for the release of Communications and Information Panel documents. Meetings will be scheduled and held in advance of higher echelon resource/requirement decision activities. The Communications and Information Panel charter will be reviewed and updated on an annual basis by the Chief, Plans and Resources Division (A6X).

A12.5. (AFISRA) Objectives: The Communications and Information Panel supports the AFISRA/A6 in providing value-added recommendations to AFISRA leadership. Communications and Information Panel objectives will conform to the strategic vision and direction of the Commander, AFISRA:

A12.5.1. (AFISRA) Support the SECDEF's Planning Guidance, the DCI's Strategic Imperatives, National Security Agency, Defense Intelligence Agency, National Geospatial Intelligence Agency and Air Force directives and instructions.

A12.5.2. (AFISRA) Sustain and improve AFISRA's baseline IT capabilities across the spectrum of investment throughout the AFISRA world-wide enterprise.

A12.5.3. (AFISRA) Evaluate, validate and prioritize new IT capabilities.

A12.5.4. (AFISRA) Sustain baseline IT capabilities world-wide.

A12.5.5. **(AFISRA)** Recommend courses of action for new initiatives, disconnects and offsets.

A12.5.6. **(AFISRA)** Implement a capital planning and investment control process that links to budget formulation and execution.

A12.5.7. **(AFISRA)** Prioritize agency-wide C&I systems infrastructure requirements in accordance with approved and planned operational, systems, and technical architectures.

A12.5.8. **(AFISRA)** Oversee communications and information management.

A12.5.9. **(AFISRA)** Ensure a thorough analysis with immediate and long-term mission and architecture considerations is given to all IT programs and projects agency-wide.

A12.5.10. **(AFISRA)** Ensure IT plans, programs, systems, applications meet Federal, DOD, National Security Agency (NSA), Defense Intelligence Agency (DIA) and AF information assurance guidelines and standards.

A12.6. (AFISRA) Membership: As tasked by the AFISRA/A6X, the following organizations will identify a primary and alternate Communications and Information Panel member. Only one member needs to attend any given meeting.

A12.6.1. **(AFISRA)** Organizations (primary/alternate required):

A12.6.1.1. **(AFISRA)** A6 Divisions (A6I, A6O, A6S, A6X [Chair]).

A12.6.1.2. **(AFISRA)** Det 4, AFISRA.

A12.6.1.3. **(AFISRA)** Det 7, AFISRA.

A12.6.1.4. **(AFISRA)** 668 ALIS.

A12.6.1.5. **(AFISRA)** NASIC/SC.

A12.6.1.6. **(AFISRA)** 480 ISRW/XC.

A12.6.1.7. **(AFISRA)** 70 ISRW/SC.

A12.6.1.8. **(AFISRA)** DET 1, AFCO/A6.

A12.6.1.9. **(AFISRA)** AFTAC/LS.

A12.6.2. **(AFISRA)** Advisors: Individuals who are integral to the Communications and Information Panel process:

A12.6.2.1. **(AFISRA)** Other AFISRA Directorate representatives (A1, A2, A3, A4/7, A5/8/9, and FM).

A12.6.2.2. **(AFISRA)** Base Communications Support Representatives.

A12.6.2.3. **(AFISRA)** 690 ISS.

A12.6.2.4. **(AFISRA)** Subject Matter Experts.

A12.6.3. **(AFISRA)** Other Communications and Information Panel attendees: With few exceptions, the Communications and Information Panel meeting forum is open to properly cleared personnel. Seating is available on a limited basis, based on the size of the specific conference room. Please contact Communications and Information Panel Secretariat (A6X) in advance of meetings for attendance information.

A12.7. (AFISRA) Roles and Responsibilities:**A12.7.1. (AFISRA) The Chairperson will:**

A12.7.1.1. (AFISRA) Provide overall guidance and direction to Communications and Information Panel members.

A12.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the Communication and Information Panel Charter.

A12.7.1.3. (AFISRA) Hold meetings prior to AFISRA Group activities to properly consider operations and operations-related issues in advance of AFISRA/A6 recommendations to the AFISRA Group, Board and Council.

A12.7.1.4. (AFISRA) Approve Communications and Information Panel correspondence.

A12.7.1.5. (AFISRA) Oversee Communications and Information Panel administration activities.

A12.7.2. (AFISRA) Members will:

A12.7.2.1. (AFISRA) Attend Communications and Information Panel meetings, provide feedback to their respective management chains, and provide status updates to A6X for open action items as determined by the Chair.

A12.7.2.2. (AFISRA) Represent communications functions from the perspective of their particular organization.

A12.7.2.3. (AFISRA) Review the read-ahead information, present issues and information as necessary.

A12.7.2.4. (AFISRA) Participate in the construction of draft prioritized communications requirements lists for further consideration and refinement.

A12.7.2.5. (AFISRA) Review meeting minutes and action items to ensure accuracy.

A12.7.3. (AFISRA) The A6X staff members serve as Communications and Information Panel secretariat ensuring meeting minutes and action items are accurately documented and distributed; publish/post agendas at least one work day prior to meetings; monitor the status of Communications and Information Panel open items; coordinate special presentations to the Communications and Information Panel.

A12.8. (AFISRA) Summary of Changes: This version changes the name of the working group and updates the objectives of the HQ AFISRA Communications and Information Panel.

Attachment 13 (Added-AFISRA)**AFISRA OPERATIONS PANEL (CHARTER)**

A13.1. (AFISRA) Purpose: The AFISRA Operations (Ops) Panel provides the AFISRA/A3 information necessary to make informed recommendations within the AFISRA Corporate Structure regarding ISR operations requirements and resource utilization. This charter identifies primary AFISRA Ops Panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A13.2. (AFISRA) Scope: This charter complements the efforts of other working groups and decision-making bodies within the scope of AFISRA Supplement to AF Instruction 16-501.

A13.3. (AFISRA) Approving Authorities:

A13.3.1. (AFISRA) AFISRA Sup to AFI 16-501, Operational Support, Control and Documentation of AF Programs.

A13.3.2. (AFISRA) AFISRA Director of ISR Operations (AFISRA/A3).

A13.3.3. (AFISRA) AFISRA Director of Staff (AFISRA/DS).

A13.4. (AFISRA) Administration: The Chief of Current ISR Operations, A3O, serves as the Chair, AFISRA Ops Panel.

A13.5. (AFISRA) Objectives: The AFISRA Ops Panel supports the AFISRA/A3 in studying ISR operations issues and developing recommendations for AFISRA leadership. AFISRA Ops Panel primary objectives will conform to the strategic vision and priorities set by the Commander, AFISRA and include the following:

A13.5.1. (AFISRA) Conform to the SECDEF's Planning Guidance, the DCI's Strategic Imperatives, and National Security Agency, Defense Intelligence Agency, National Geospatial-Intelligence Agency and Air Force directives and instructions.

A13.5.2. (AFISRA) Oversee AFISRA's baseline operations across the spectrum of investment.

A13.5.3. (AFISRA) Address military and civilian intelligence career field functional management and training issues.

A13.5.4. (AFISRA) Validate and prioritize current ISR operations and training initiatives.

A13.5.5. (AFISRA) Provide multi-INT expertise for ISR operations issues.

A13.5.6. (AFISRA) Identify and capitalize on near-term ISR operations opportunities or innovations.

A13.5.7. (AFISRA) Recommend ISR operations courses of action for implementation of new near-term initiatives, and resolution of disconnects and offsets.

A13.6. (AFISRA) Membership: As tasked by the AFISRA/A3, the following divisions will identify a primary and alternate AFISRA Ops Panel member. Only one member needs to attend any given meeting.

A13.6.1. (AFISRA) Primary:

A13.6.1.1. (AFISRA) A3O.

A13.6.1.2. (AFISRA) A3T.

A13.6.1.3. (AFISRA) A3Q.

A13.6.1.4. (AFISRA) A3X.

A13.6.2. (AFISRA) Advisors: Individuals who are integral to the AFISRA Ops Panel process. Some examples include:

A13.6.2.1. (AFISRA) DET 1. AFCCO.

A13.6.2.2. (AFISRA) NASIC, and other center representatives.

A13.6.2.3. (AFISRA) Other AFISRA Directorate representatives (A1, A2, A4/7, A5/8/9, A6, FM, and Wings).

A13.6.3. (AFISRA) Other AFISRA Ops Panel attendees: With few exceptions, the AFISRA Ops Panel meeting forum is open to properly cleared personnel. Seating is available on a limited basis, based on the size of the specific conference room.

A13.7. (AFISRA) Roles and Responsibilities:

A13.7.1. (AFISRA) The Chairperson will:

A13.7.1.1. (AFISRA) Provide overall guidance and direction to AFISRA Ops Panel members.

A13.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the AFISRA Ops Panel Charter.

A13.7.1.3. (AFISRA) Hold meetings prior to AFISRA Group activities to properly consider operations and operations-related issues in advance of AFISRA/A3 recommendations to the AFISRA Group, Board and Council.

A13.7.1.4. (AFISRA) Approve AFISRA Ops Panel correspondence.

A13.7.1.5. (AFISRA) Oversee AFISRA Ops Panel administration activities.

A13.7.2. (AFISRA) Members will:

A13.7.2.1. (AFISRA) Attend AFISRA Ops Panel meetings, provide feedback to their respective management chains, and provide status updates for open action items as determined by the Chairperson.

A13.7.2.2. (AFISRA) Represent operations from the perspective of their particular division.

A13.7.2.3. (AFISRA) Review the read-ahead information, present issues and information as necessary.

A13.7.2.4. (AFISRA) Participate in the construction of draft prioritized operations requirements and capabilities lists for further consideration and refinement.

A13.7.2.5. (AFISRA) Review meeting minutes and action items to ensure accuracy.

A13.7.3. (AFISRA) A3O staff members will serve as AFISRA Ops Panel secretariat. The secretariat will ensure meeting minutes and action items are accurately documented and

distributed; publish/post agendas at least one work day prior to meetings; monitor the status of any AFISRA Ops Panel open items; and coordinate special presentations to the AFISRA Ops Panel.

A13.8. (AFISRA) Summary of Changes: This charter establishes the HQ AFISRA Operations Panel as part of the Agency corporate process. The charter enumerates the purposes, scope, membership, and basic operating guidelines for the AFISRA Ops Panel.

Attachment 14 (Added-AFISRA)**AFISRA MANPOWER PANEL (CHARTER)**

A14.1. (AFISRA) Purpose: The Manpower Panel is to provide AFISRA/A1 the information necessary to make informed recommendations to the AFISRA Group, the Board, and to the Commander, AFISRA. This charter identifies primary Manpower Panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A14.2. (AFISRA) Scope: Manpower requirements issues throughout AFISRA are increasingly fluid in this ever-changing, high OPTEMP environment and senior leader priorities are continually being adjusted. Manpower Panel provides the avenue for elevating manpower requirement issues to AFISRA's Group, Board, and the Commander when they require previously unallocated Agency funding or there is a non-consensus of funding sources/priorities from major organizations. This charter complements the efforts of other working groups and decision-making bodies within the scope of the AF ISR Supplement to AF Instruction 16-501.

A14.3. (AFISRA) Approving Authorities:

A14.3.1. (AFISRA) AFISRA Director of Manpower and Personnel (AFISRA/A1)

A14.3.2. (AFISRA) AFISRA Director of Staff (AFISRA/DS)

A14.4. (AFISRA) Administration: AFISRA/A1M serves as the Chair for Manpower Panel. Action officers within AFISRA/A1M are responsible for meeting administration, scheduling/notification, publication of agendas and minutes, and coordinating participation in the Manpower Panel. The Chair, Manpower Panel, will be the approving authority for the release of Manpower Panel documents. Meetings will be scheduled and held in advance of higher echelon resource/requirement decision activities. The A1M will facilitate the annual review of the Manpower Panel Charter.

A14.5. (AFISRA) Objectives: Manpower Panel objectives will conform to the strategic vision and direction of the Commander, AFISRA:

A14.5.1. (AFISRA) Support the SECDEF's Requirements, the DCI's Strategic Imperatives, National Security Agency, Defense Intelligence Agency, National Geospatial Intelligence Agency and Air Force directives and instructions.

A14.5.2. (AFISRA) Sustain and improve AFISRA's baseline intelligence operations capabilities across the spectrum of investment throughout the AFISRA world-wide enterprise.

A14.5.3. (AFISRA) Identify new operational opportunities.

A14.5.4. (AFISRA) Evaluate and prioritize new intelligence operations capabilities.

A14.5.5. (AFISRA) Understand operations-related support issues.

A14.5.6. (AFISRA) Sustain baseline intelligence operations capabilities world-wide.

A14.5.7. (AFISRA) Recommend courses of action for new initiatives, disconnects and offsets.

A14.6. (AFISRA) Membership: As tasked by the AFISRA/A1, the following directorates/special staff office will identify a primary and alternate Manpower Panel member. Only one member needs to attend any given meeting.

A14.6.1. (AFISRA) Primary:

A14.6.1.1. (AFISRA) DS.

A14.6.1.2. (AFISRA) A1.

A14.6.1.3. (AFISRA) A2.

A14.6.1.4. (AFISRA) A3.

A14.6.1.5. (AFISRA) A4/7.

A14.6.1.6. (AFISRA) A5/8/9.

A14.6.1.7. (AFISRA) A6.

A14.6.1.8. (AFISRA) FM.

A14.6.2. (AFISRA) Advisors: Participate on an as needed basis:

A14.6.2.1. (AFISRA) NASIC.

A14.6.2.2. (AFISRA) AFTAC.

A14.6.2.3. (AFISRA) 70 ISRW.

A14.6.2.4. (AFISRA) 55 WG.

A14.6.2.5. (AFISRA) AFISRA/SO, SE, JA, PA, HO, IG, SG, HC.

A14.7. (AFISRA) Roles and Responsibilities:

A14.7.1. (AFISRA) The Chairperson will:

A14.7.1.1. (AFISRA) Provide overall guidance and direction to Manpower Panel members.

A14.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the Manpower Panel Charter.

A14.7.1.3. (AFISRA) Hold meetings prior to AFISRA Group activities to properly consider operations and operations-related issues in advance of AFISRA/A1M recommendations to the AFISRA Group, Board and Council.

A14.7.1.4. (AFISRA) Approve Manpower Panel correspondence.

A14.7.1.5. (AFISRA) Oversee Manpower Panel administration activities.

A14.7.2. (AFISRA) Members will:

A14.7.2.1. (AFISRA) Attend Manpower Panel meetings, provide feedback to their respective management chains, and provide status updates to A1M for open action items as determined by the Chair.

A14.7.2.2. (AFISRA) Represent operations from the perspective of their particular division.

A14.7.2.3. **(AFISRA)** Review the read-ahead information, present issues and information as necessary.

A14.7.2.4. **(AFISRA)** Participate in the construction of draft prioritized operations requirements and capabilities lists for further consideration and refinement.

A14.7.2.5. **(AFISRA)** Review meeting minutes and action items to ensure accuracy.

A14.7.3. **(AFISRA)** The A1M staff members serve as Manpower Panel POC (secretariat) ensuring meeting minutes and action items are accurately documented and distributed; publish/post agendas at least one work day prior to meetings; monitor the status of Manpower Panel open items; coordinate special presentations to the Manpower Panel.

A14.8. (AFISRA) Summary of Changes: This charter establishes HQ AFISRA Manpower Panel as part of the Agency corporate process. The charter enumerates the purposes, scope, membership, and basic operating guidelines for the Manpower Panel.

Attachment 15 (Added-AFISRA)**AFISRA ANALYSIS AND APPLICATIONS PANEL (CHARTER)**

A15.1. (AFISRA) Purpose: The Analysis and Applications Panel provides the AFISRA/A2 the information necessary to make informed recommendations to the AFISRA Group, the Board, and to the Commander, AFISRA. This charter identifies primary AFISRA Analysis and Applications Panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A15.2. (AFISRA) Scope: The guiding principles for AF ISR transformation include effects based operations and capabilities based management. A primary focus remains analysis; and ultimately understanding user application for analytical products, services, and knowledge. These principals necessitate a renewed focus on synchronizing not just the activities and sources of the ISR enterprise, but to ensure the synchronicity of the objectives and outcomes. Much of this is not driven by the collection activity itself, but by the user driven analytic activity that spawned the collection requirement.

A15.3. (AFISRA) Approving Authorities:

A15.3.1. (AFISRA) AFISRA Director of Analysis and Applications.

A15.3.2. (AFISRA) AFISRA Director of Staff (AFISRA/DS).

A15.4. (AFISRA) Administration: AFISRA/A2 serves as the Chair for Analysis and Applications Panel. Action officers within AFISRA/A2 are responsible for meeting administration, scheduling/notification, publication of agendas and minutes, and coordinating participation in the Analysis and Applications Panel. The Chair, Analysis and Applications Panel, will be the approving authority for the release of Analysis and Applications Panel documents. Meetings will be scheduled and held in advance of higher echelon resource/requirement decision activities. The A2 will facilitate the annual review of the Analysis and Applications Panel Charter.

A15.5. (AFISRA) Objectives: Analysis and Applications Panel objectives will conform to the strategic vision and direction of the Commander, AFISRA:

A15.5.1. (AFISRA) Support the SECDEF's Requirements, the DCI's Strategic Imperatives, National Security Agency, Defense Intelligence Agency, National Geospatial Intelligence Agency and Air Force directives and instructions.

A15.5.2. (AFISRA) Sustain and improve AFISRA's baseline intelligence analysis and applications capabilities across the spectrum of investment throughout the AFISRA world-wide enterprise.

A15.5.3. (AFISRA) Identify new analysis and applications opportunities.

A15.5.4. (AFISRA) Evaluate and prioritize new intelligence analysis and applications capabilities.

A15.5.5. (AFISRA) Understand analysis and application-related support issues.

A15.5.6. (AFISRA) Recommend courses of action for new initiatives, disconnects and offsets.

A15.6. (AFISRA) Membership: As tasked by the AFISRA/A2, the following divisions will identify a primary and alternate Analysis and Applications Panel member. Only one member needs to attend any given meeting.

A15.6.1. (AFISRA) A2A.

A15.6.2. (AFISRA) A2X.

A15.6.3. (AFISRA) A3O.

A15.6.4. (AFISRA) A2T.

A15.6.5. (AFISRA) A5C.

A15.7. (AFISRA) Roles and Responsibilities:

A15.7.1. (AFISRA) The Chairperson will:

A15.7.1.1. (AFISRA) Provide overall guidance and direction to Analysis and Applications Panel members.

A15.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the Analysis and Applications Panel Charter.

A15.7.1.3. (AFISRA) Hold meetings prior to AFISRA Group activities to properly consider analysis and applications-related issues in advance of AFISRA/A2 recommendations to the AFISRA Group, Board and Council.

A15.7.1.4. (AFISRA) Approve Analysis and Applications Panel correspondence.

A15.7.1.5. (AFISRA) Oversee Analysis and Applications Panel administration activities.

A15.7.2. (AFISRA) Members will:

A15.7.2.1. (AFISRA) Attend Analysis and Applications Panel meetings, provide feedback to their respective management chains, and provide status updates to A2 for open action items as determined by the Chair

A15.7.2.2. (AFISRA) Represent ISR operations from the perspective of the analysis and applications division.

A15.7.2.3. (AFISRA) Review the read-ahead information, present issues and information as necessary.

A15.7.2.4. (AFISRA) Participate in the construction of draft prioritized analysis and applications requirements and capabilities lists for further consideration and refinement.

A15.7.2.5. (AFISRA) Review meeting minutes and action items to ensure accuracy.

A15.7.3. (AFISRA) The A2 staff members serve as Analysis and Applications Panel POC (secretariat) ensuring meeting minutes and action items are accurately documented and distributed; publish/post agendas at least one work day prior to meetings; monitor the status of Analysis and Applications Panel open items; coordinate special presentations to the Analysis and Applications Panel.

A15.8. (AFISRA) Summary of Changes: This charter establishes HQ AFISRA Analysis and Applications Panel as part of the Agency corporate process. The charter enumerates the

purposes, scope, membership, and basic operating guidelines for the Analysis and Applications Panel.

Attachment 16 (Added-AFISRA)**AFISRA CAPABILITIES PANEL (CHARTER)**

A16.1. (AFISRA) Purpose: The AFISRA ISR Capabilities Panel (AFISRA ISR Capabilities) provides the AFISRA/A5/8/9 the information necessary to make informed requirements and resource recommendations to the AFISRA, Group, Board, and Council, respectively. This charter identifies primary AFISRA ISR Capabilities Panel membership, roles and responsibilities, products, and interrelationships within the corporate process.

A16.2. (AFISRA) Scope: ISR capability requirement issues throughout AFISRA are increasingly interdependent and are mutually supporting. In this high OPTEMPO, high technology, and interdependent environment, ISR capability requirement priorities cannot be considered on a stand-alone basis. Infrastructure, logistics, Information Technology (IT), and/or mission support issues can mean the difference between operational success and failure. The AFISRA/A5/8/9 must have visibility and clear understanding of all operational and operationally-related capability requirements associated issues to best determine the optimum future ISR capability vector for the Agency and AF ISR. This charter complements the efforts of other working groups and decision-making bodies within the scope of AFISRA Supplement to AF Instruction 16-501.

A16.3. (AFISRA) Approving Authorities:

A16.3.1. **(AFISRA)** AFISRA Director of Plans, Programs, Requirements, and Assessments (AFISRA/A5/8/9).

A16.3.2. **(AFISRA)** AFISRA Director of Staff (AFISRA/DS).

A16.4. (AFISRA) Administration: The Chief, Capabilities Modernization Branch (A5C), serves as the Chair, AFISRA ISR Capabilities Panel. Action officers within A5C are responsible for meeting administration, scheduling/notification, publication of agendas and minutes, and participation in the AFISRA ISR Capabilities Panel where their expertise warrants. The Chair, AFISRA ISR Capabilities Panel, will be the approving authority for the release of AFISRA ISR Capabilities Panel documents. Meetings will be scheduled and held in advance of higher echelon resource/requirement decision activities. The AFISRA ISR Capabilities Panel charter will be reviewed and updated on an annual basis by the Chief, Capabilities Modernization (A5C).

A16.5. (AFISRA) Objectives: The AFISRA ISR Capabilities Panel supports the AFISRA/A5/8/9 in providing value-added recommendations to AFISRA leadership. AFISRA ISR Capabilities Panel objectives will conform to the strategic vision and direction of the Commander, AFISRA:

A16.5.1. **(AFISRA)** Support the SECDEF's Planning Guidance, the DCI's Strategic Imperatives, National Security Agency, Defense Intelligence Agency, National Geospatial Intelligence Agency and Air Force directives and instructions.

A16.5.2. **(AFISRA)** Sustain and improve AFISRA's baseline ISR capabilities across the spectrum of investment throughout the AFISRA world-wide enterprise.

A16.5.3. **(AFISRA)** Identify new ISR operational and operational-related support opportunities.

A16.5.4. (AFISRA) Evaluate and prioritize new ISR capabilities.

A16.5.5. (AFISRA) Understand ISR operations-related support issues.

A16.5.6. (AFISRA) Sustain baseline ISR capabilities world-wide.

A16.5.7. (AFISRA) Recommend courses of action for new initiatives, disconnects and offsets.

A16.6. (AFISRA) Membership: As tasked by the AFISRA/A5/8/9, the following divisions will identify a primary and alternate AFISRA ISR Capabilities Panel member. Only one member needs to attend any given meeting.

A16.6.1. (AFISRA) Primary:

A16.6.1.1. (AFISRA) A5C.

A16.6.1.2. (AFISRA) A5R.

A16.6.1.3. (AFISRA) A5W.

A16.6.1.4. (AFISRA) A8P.

A16.6.1.5. (AFISRA) A9Y.

A16.6.1.6. (AFISRA) A3 Representative as identified by the A3.

A16.6.2. (AFISRA) Advisors: Individuals who are integral to the AFISRA ISR Capabilities Panel process. Some examples include:

A16.6.2.1. (AFISRA) Det 1, Air Force Cryptologic Office.

A16.6.2.2. (AFISRA) Air Force Geospatial Intelligence Office.

A16.6.2.3. (AFISRA) AFISRA Wings and Centers as required.

A16.6.2.4. (AFISRA) Other AFISRA Directorate representatives (A1, A2, A3, A4/7, A6, and FM).

A16.6.3. (AFISRA) Other AFISRA ISR Capabilities Panel attendees: With few exceptions, the AFISRA Ops Panel meeting forum is open to properly cleared personnel. Seating is available on a limited basis, based on the size of the specific conference room. Please contact AFISRA ISR Capabilities Secretariat (A5C) in advance of meetings for attendance information.

A16.7. (AFISRA) Roles and Responsibilities:

A16.7.1. (AFISRA) The Chairperson will:

A16.7.1.1. (AFISRA) Provide overall guidance and direction to AFISRA ISR Capabilities Panel members.

A16.7.1.2. (AFISRA) Document and assign tasks as required to meet the objectives of the AFISRA ISR Capabilities Panel Charter.

A16.7.1.3. (AFISRA) Hold meetings prior to AFISRA Group activities to properly consider operations and operations-related ISR capability requirements in advance of AFISRA/A5/8/9 recommendations to the AFISRA Group, Board and Council.

A16.7.1.4. **(AFISRA)** Approve AFISRA ISR Capabilities Panel correspondence.

A16.7.1.5. **(AFISRA)** Oversee AFISRA ISR Capabilities Panel administration activities.

A16.7.2. **(AFISRA)** Members will:

A16.7.2.1. **(AFISRA)** Attend AFISRA ISR Capabilities Panel meetings, provide feedback to their respective management chains, and provide status updates to A5C for open action items as determined by the Chair.

A16.7.2.2. **(AFISRA)** Represent ISR capabilities requirements from the perspective of their particular division.

A16.7.2.3. **(AFISRA)** Review the read-ahead information, present issues and information as necessary.

A16.7.2.4. **(AFISRA)** Participate in the construction of draft prioritized ISR capability requirements and capabilities lists for further consideration and refinement.

A16.7.2.5. **(AFISRA)** Review meeting minutes and action items to ensure accuracy.

A16.7.3. **(AFISRA)** The A5C staff members serve as AFISRA ISR Capabilities Panel secretariat ensuring meeting minutes and action items are accurately documented and distributed; publish/post agendas at least one work day prior to meetings; monitor the status of any AFISRA ISR Capabilities Panel open items; coordinate special presentations to the AFISRA ISR Capabilities Panel.

A16.8. (AFISRA) Summary of Changes: This charter establishes the AFISRA ISR Capabilities Panel as part of the Agency corporate process. The charter enumerates the purposes, scope, membership, and basic operating guidelines for the AFISRA ISR Capabilities Panel.